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COLUMBIA POINT



BHA

Boston Housing Authority 53 State Street Boston Massachusetts 02109 Telephone 617 227 3850

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DEPARTMENT OF HOUSING & URBAN DEVELOPMENT

URBAN INITIATIVES PROGRAM

Boston Housing Authority Proposal



SUBMITTED BY:

The BOSTON HOUSING AUTHORITY

with the cooperation and assistance of:

BROMLEY-HEATH TENANT MANAGEMENT CORPORATION

ORCHARD PARK TENANT TASK FORCE

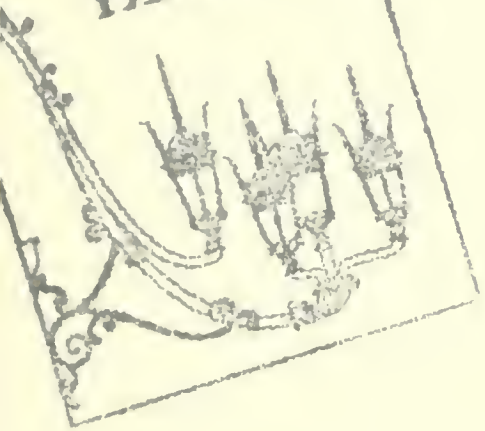
COLUMBIA PARK TENANT TASK FORCE

The CITY OF BOSTON

August 10, 1978

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TARGETED REHABILITATION PROPOSAL
FOR
COLUMBIA POINT DEVELOPMENT

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CITY OF BOSTON COMMENTS ON THE URBAN INITIATIVES APPLICATION FOR COLUMBIA POINT

The Columbia Point peninsula has been the focus of both City and Boston Housing Authority special planning efforts for several years. Through the Boston Plan, the City is committed to concentrating resources on the creation of a New Community at the Columbia Point Development, which incorporates revitalized public housing units within a mixed-income community of 2,200 to 2,400 households. The Boston Redevelopment Authority is designated as the City's lead agency in carrying out overall planning for the peninsula.

The present application for Targeted Rehabilitation funds reflects the cooperation of the two agencies. The concept of "village clusters" has been established as the organizing concept for modernization funding. This concept has controlled site planning for the project, and it underlies the basic approach to funding established in the application. This is that each "village cluster", or group of related buildings, forms a unit to be funded in full. Any approval of the application which systematically funded certain elements of each cluster while deleting others would violate this approach. Support for the application is based on this approach.

Since this application is a large one, it is important to comment on priorities within the Columbia Point project. The improvements requested in Level One would bring the work already begun at the housing project to the level contemplated by this application. It would complete one village cluster, and should therefore be first priority. Within the subsequent levels of improvement, it is important to select buildings, such as numbers 6 and 9, which can be turned into completed clusters.

As the application states, all of the above improvements, together with the development of a program for the high-rise area, will be conducted within the context of a peninsula-wide planning process. This process will be a joint one between the BHA and BRA and will involve the participation of the tenants and the affected peninsula institutions.

The City would therefore also give highest priority to funding of the architectural and engineering feasibility analysis of the remaining high-rise buildings requested in the Columbia Point application. In support of this feasibility analysis, the City will apply for Urban Partnership funding to carry one development planning for the peninsula as a whole. The funding of both these elements is essential to the joint process between the BHA and BRA, and is therefore fundamental to City support of this application.

With these comments, the City is able to make the following commitments of its resources to this project:

The City will continue the Team Police unit assigned to the development and the delivery of services, such as trash collection and snow removal. The City will spend \$30,000 of CDBG funds to renovate the recreation center, to which it has committed CETA Title IV-b staff. The City has begun a \$15,000 beach improvement program at Columbia Point.

In order to enhance the Urban Initiative effort, the City will give special consideration to Columbia Point in allocating next year's CDBG, Capital and CETA funds.

Specifically, the City of Boston has prepared studies for improvement of streets, sidewalks and roads which would support the village concept of the application. The preliminary estimate of these improvements is approximately \$1 million. These improvements must, of course, conform with the future plan for the housing development and the circulation pattern of the entire peninsula as agreed upon by BHA and the City. This and other planning details are being resolved under the joint working agreement established between the BHA and the BRA.

The City's Water and Sewer Commission has applied to the Environmental Protection Agency for funding of the design of major sewer improvements. This application gives high priority to the utilities at Columbia Point.

Upon the completion of the development master plan for the northern half of the Peninsula, the City will seek approximately \$1.5 million from the Federal Bureau of Historic, Conservation and Recreation Services for the development of waterfront amenities along the northern shore of the Columbia Point Peninsula. A 50% matching city grant will be required to secure the federal funds. In connection with this waterfront program, the City has already sought and continues to pursue a \$1 million dredging and seawall program conducted by the U.S. Army Corps of Engineers to create a main pleasure boating channel and marina near the John F. Kennedy Memorial Library. When the waterfront plan is complete, the City will also be negotiating with the State Division of Waterways for its support in creating a perimeter channel to serve additional areas of the northern peninsula waterfront.

The City will commit \$2 million to a CETA/PSE program for public housing projects in Boston Plan areas. It is currently anticipated that \$1 million of these funds would be targeted to Columbia Point.

We are confident that these and future City commitments will complement the Boston Housing Authority's efforts as we work together to revitalize this public housing development and the entire Columbia Point Peninsula.

Overview

O V E R V I E W

Since the inception of public housing programs in 1937, the Boston Housing Authority has been committed to providing safe, decent and sanitary housing for low income families and elderly residents of Boston. Today BHA controls over 15,000 housing units, one out of every ten housing units in Boston. Many of these units are located in developments troubled by a variety of physical, social and management problems. These problems have resulted from a combination of factors, including inadequate funding, management and maintenance difficulties, design deficiencies, obsolescence of major systems and equipment, neighborhood deterioration, radical shifts in population, increasing frequency of crime and vandalism, and widespread feelings of fear and helplessness among public housing residents. There is no quick, simple and cheap solution to these problems, and a piecemeal approach simply does not work. The solution lies in an integrated and comprehensive approach which reflects the complex and interrelated nature of the problems themselves. The Public Housing Urban Initiatives Program, using a comprehensive approach with substantial funds to back it up, provides the Boston Housing Authority with a real opportunity to begin to address these problems.

Our application for assistance under the Urban Initiatives Program consists of three sections. The first section includes specific proposals for rehabilitation targeted at three housing developments: Orchard Park, Columbia Point, and Bromley/Heath. The second section sets forth three programs which comprise our Management Assistance Program: management information system, affirmative marketing program, and occupancy incentive funding. The third section is our proposal for implementation of development-based budgeting.

Urgent rehabilitation needs exist within many of BHA's family developments, and selection of three developments for target rehabilitation was a difficult process. The three developments we have targeted are all large, family developments, with substandard conditions, design deficiencies, and related urgent needs for rehabilitation. On the other hand, each of the three developments is located in a neighborhood where substantial public investment is being made and where, therefore, there is real potential that improvements made through Urban Initiatives would be effective in meeting the needs of the development. Orchard Park and Columbia Point are both included in the City's Boston Plan, and Bromley/Heath and Orchard Park are included in the State's ambitious Southwest Corridor Project.

The rehabilitation proposal for Orchard Park is designed to eliminate substandard conditions and to realize the development's potential as a desirable place in which to live and raise families. The following specific improvements have been identified by BHA and local tenants as essential:

- . Substantial rehabilitation and replacement where needed of roofs, apartment water supply and domestic water distribution systems. These improvements are necessary to eliminate violations of the State Sanitary Code; they complement the upgrading of the development's electrical system, for which Modernization funds have been committed.
- . Major landscape improvements, including improved parking facilities, exterior lighting, upgrading of grounds, and design modifications to increase residential security and opportunities for tenant surveillance and control of their environment.
- . Installation of security screens.
- . Rehabilitation of vacant apartments, including revision of space within the apartments to include additional living space and other amenities.
- . Conversion of unused space within buildings to provide much-needed storage areas for residents.
- . Bathroom modernization, including the addition of showers and ceramic tile. Half of the bathrooms in the development will be improved through Modernization funding which is already committed; Urban Initiatives funds would be used to complete the job.

The goal of the Columbia Point rehabilitation proposal is social and physical revitalization of the development. The majority of rehabilitation improvements are concentrated in the low-rise buildings of the development. Three of the high-rise buildings will be rehabilitated for occupancy by elderly tenants. The rehabilitation improvements proposed for the low-rise section of the development include:

- . Extensive modernization of buildings including design modifications to provide optimum security and surveillance opportunities for tenants. Modernization of apartments will include breakthroughs and other measures to increase the amount of living space available and to reduce overcrowding.
- . Major new landscaping and exterior construction to create a hierarchy of public and private spaces and a sense of community and security for tenants.
- . Rehabilitation of unused space in existing buildings to accommodate service-oriented uses for tenants.

The Bromley/Heath rehabilitation strategy is designed to build on progress which has already been made through tenant management and vacancy recapture efforts. The proposal includes:

- . Major landscaping and site improvements to improve the development's appearance and to foster tenant feelings of security and control.
- . Extensive rehabilitation of vacant apartments including breakthroughs to create additional living space and reduce overcrowding.
- . Rewiring of all apartments within the Heath Street development.
- . Replacement of windows, including security screens at Bromley Park; and painting, puttying and security screens for Heath Street windows.
- . Rehabilitation of currently unusable gymnasium space; the Team Police Unit assigned to the development has committed themselves to running sports programs in the gym, once it has been rehabilitated.
- . Development of laundromat facilities in currently unused first floor space in selected buildings.

The management assistance component of our application identifies those conditions and needs which must be addressed in order to sustain capital improvements accomplished through Urban Initiatives and Modernization and to continue the effort to improve management capability and performance at the Housing Authority. A team comprised of representatives of HUD, the City, the BHA and tenants will direct the diagnostic and implementation effort of the Management Assistance Program. The three major management needs addressed in this application are:

- . The need for appropriate, accurate, comprehensive and timely management information collection and reporting -- management information system.
- . The need to simultaneously and radically improve the city-wide and development-specific image of the Authority and eliminate the general public's perception of BHA housing as the "housing of last resort" in order to increase occupancy and reduce refusals of housing offers -- affirmative marketing program.
- . The need for additional funding in order to continuously provide adequate manpower and resources in order to supplement existing operating budget resources for maintenance and operation of developments

to a level which will sustain capital improvements and restored occupancy levels in modernized developments -- occupancy incentive funding.

In response to the Consent Decree, the Boston Housing Authority has already designed and partially implemented a program for development-based budgeting. With Management Assistance through Urban Initiatives, the BHA proposes to complete implementation of a comprehensive development-based budgeting system. Funds are requested for the training and orientation of tenants and BHA staff at all levels in the use of development-based budgeting. Additional funds are requested to integrate development-based budget system components into routine activities of the Authority, such as those of Central Stores, Purchasing, and Finance and Accounts.

Columbia Point Community Task Force
34 Montpelier Road
Dorchester, Mass. 02125
August 10, 1978

Mr. Lawrence B. Simons
Assistant Secretary for Housing
Department of Housing and
Urban Development
451 Seventh Street, S. W.
Washington, D.C. 20024

Dear Mr. Simons:

We the Columbia Point Community Task Force give our approval of the BHA Urban Initiatives proposal on condition that we maintain the right to approve all decisions on how the Urban Initiatives monies are to be spent in the revitalization of the Columbia Point Community.

Sincerely Yours,



Terry L. Mair,
Chairperson

JOHN FITZGERALD KENNEDY LIBRARY

INCORPORATED
University of Massachusetts
Harbor Campus
Boston, Massachusetts 02125

August 9, 1978

The Honorable Laurence B. Simons
Assistant Secretary for Housing
Department of Housing and Urban Development
451 Seventh Street, S.W.
Washington, D. C. 20410

Dear Secretary Simons:

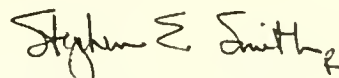
We are pleased to lend our strong support to the Boston Housing Authority's application for urban initiatives funding for the Columbia Point Public Housing Project.

The John Fitzgerald Kennedy Library Corporation has been a strong supporter of the development efforts that have begun at Columbia Point. Our decision to build the Kennedy Library on the peninsula adjacent to the public housing project was a concrete example of our belief in the potential for Columbia Point. In fact, we have hoped that our decision to build the Library would help to focus attention on the peninsula and encourage city, state and federal and private resources alike to work on the problems and possibilities that the peninsula presents.

The Columbia Point public housing project is desperately in need of public attention and public funds. Although much has already been accomplished, much remains to be done. With continued public support from the Department of Housing and Urban Development and with the specific allotment of public monies under the new and creative urban initiatives program, we believe that Columbia Point will make a major step forward in realizing its tremendous potential.

We urge your favorable consideration of this application and hope that you will join with us and other interests in continuing to develop the potential at Columbia Point.

Sincerely,



Stephen E. Smith
President



UNIVERSITY OF MASSACHUSETTS
AMHERST • BOSTON • WORCESTER

OFFICE OF THE PRESIDENT
250 STUART STREET
BOSTON, MASSACHUSETTS 02116
(617) 482-8400

August 10, 1978

Mr. Lawrence B. Simons
Assistant Secretary for Housing
Housing & Urban Development
451 7th Street, S.W.
Washington, D. C. 20401

Dear Secretary Simons:

As President of the University of Massachusetts I would like to lend my formal support to the Boston Housing Authority's application for Urban Initiatives funding for the Columbia Point public housing development.

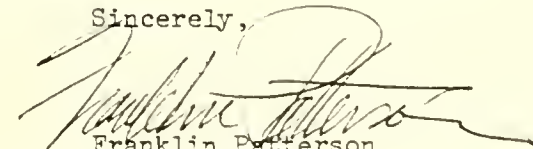
The University of Massachusetts has a major commitment to the development of the Columbia Point peninsula. For the past 5 years, we have shared Columbia Point with the tenants of the housing development. We have worked with them on a regular basis to develop a series of alternatives for the development as well as the peninsula as a whole.

I strongly believe that the Columbia Point housing development deserves additional federal funding. The project has long been an unfortunate example of the devastation of neglect. The physical structures are badly in need of repair and the scope of repair is undoubtedly far greater than existing city resources can address. In addition, the availability of Urban Initiatives funding will help compliment the modernization money that is currently being spent within the housing development and will build on both the city's and HUD's existing commitments.

Finally, and perhaps most important, the future of the housing development will impact significantly on the future of the peninsula as a vital urban community. We continue to be optimistic and enthusiastic about the possibilities for the peninsula. Without continued HUD support, they may never be realized.

As a representative of an institution which has a deep and long standing commitment to both the public housing project and the peninsula, I urge your support for this proposal.

Sincerely,



Franklin Patterson
President

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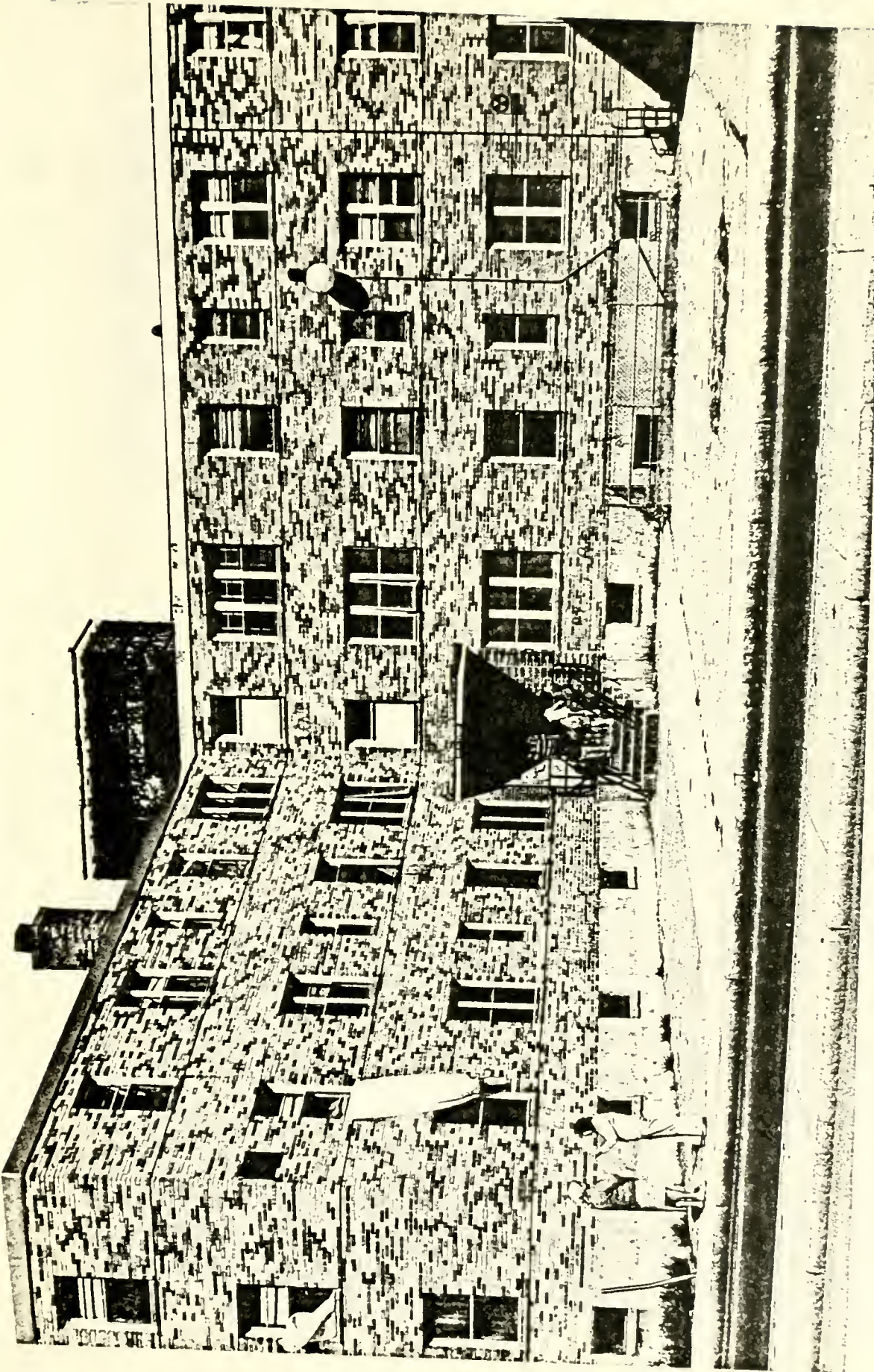
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THE COLUMBIA POINT HOUSING PROJECT

I. Introduction to Columbia Point

The Columbia Point Housing Project, constructed in 1954 at a cost of \$20.2 million, is New England's largest public housing development. Located on a peninsula which it shares with the new campus of the University of Massachusetts, the John F. Kennedy Memorial Library, and an abandoned shopping mall, the project consists of 1504 dwelling units in 29 separate buildings on a 40 acre site. Over the years since its opening and especially since the dramatic decline of Columbia Point in the mid-1960's, five major task forces, an estimated 200 university reports, and millions of dollars have been devoted to the rescue and revitalization of Columbia Point. The Columbia Point Housing Project is now the subject of an application under the U.S. Dept. of Housing and Urban Development's Urban Initiatives program because, through an extraordinary combination of recent circumstances -- including effective organization and hard work among the Columbia Point tenants themselves, new initiatives on the part of the Boston Housing Authority, active involvement of a court-appointed master and the parties in the Perez Case in improving the affairs of Columbia Point tenants, an on-going, HUD sponsored modernization program, comprehensive revitalization efforts by the City of Boston targeted on the Columbia Point peninsula, and active participation by the private sector and major institutions -- the Columbia Point Housing Project is moving towards the long sought revitalization.

The capital improvements requested in this application are addressed to the need to complete the modernization program underway and thus provide decent and attractive housing for present Columbia Point tenants. Urban Initiatives support is also sought to begin a development program on the unused sections of the Columbia Point Housing Project and to explore relationships with the private sector to create a new, mixed-income community on the Columbia Point Peninsula. The design and marketing funds which are sought in connection with this application will enable the Boston Housing Authority and Columbia Point tenants to capitalize on the physical and managerial improvements accomplished in the modernization program and to attract substantial private sector involvement in the larger revitalization effort on the Columbia Point Peninsula.



COLUMBIA POINT, 1978 LOU-RISE



COLUMBIA POINT 1978 HIGH-RISE

P A R T I I

O V E R V I E W :

C O N D I T I O N S A N D N E E D S

The Improved Prospects for Columbia Point

As is so often the case with the revitalization of specific urban areas, a number of activities by separate actors -- the Boston Housing Authority, the City of Boston, the court-appointed master, the private sector and the Columbia Point tenants themselves -- are beginning to reinforce one another and provide an optimistic outlook for the Columbia Point Housing Project.

A. STRONG TENANT ROLE

With the encouragement of the Boston Housing Authority and the court-appointed master, especially during the past year, Columbia Point tenants have begun to play a much more active role in the management, security, and revitalization of the Columbia Point Housing Project. The tenants have elected a new eight-person task force which is intimately involved in all the details of Columbia Point's on-going modernization and management. With the support of the BHA's new Columbia Point Revitalization Director, the tenants work with BHA's architects and engineers to refine the designs and execution for the major modernization now underway in Columbia Point's low-rise units and elderly buildings. (The first two phases include more than 250 family and elderly units). The tenant task force and the BHA jointly set policy on management and modernization issues, including such things as parking, relocation during modernization, and eviction. Each populated building will shortly have a building captain, who will participate in setting project-wide rules and regulations for residents. During the past year with new staff and management procedures on the part of the BHA and new personnel in the tenant-based security program, significant reductions have been noted in crime and vandalism in the Columbia Point Project. The Columbia Point APAC has an active and successful program of counseling, community organizing, the operation of a senior citizens center and job referral. A health center and alcoholism program are also in operation on the Columbia Point site.

B. THE HUD-SPONSORED TARGET PROJECT PROGRAM AND MODERNIZATION EFFORT AT COLUMBIA POINT

A major program of physical improvements, accomplished with HUD's Modernization and TPP funds, is now beginning to remedy some of the greater defects in Columbia Point's living environment. Because so many of Columbia Point's building systems were substandard and had to be remedied while unit modernization was underway, a dramatic change in the physical appearance of the Columbia Point Development has not yet taken place. Nevertheless, bringing the major building systems up to standard -- a program now largely complete -- has set the stage for a more rapid modernization of all the low-rise units at Columbia Point. Overall physical plant and building system improvements have included the following:

Heating Plant Renovations, including installation of four new boilers with a capacity for 900 units	\$ 600,000
Renovations to heating distribu- tion system	310,000
Renovations to electrical system (primaries development wide; new secondaries in low-rise and elderly units)	645,000
New roofing of all occupied units	1,020,000
Construction of youth center courtyard	15,000
TOTAL	<u>\$2,590,000</u>

At the same time, interior modernization has been substantially completed or is underway for 96 low-rise units for the first four buildings at the southwest corner of the site -- buildings 14, 15, 16 and 19 (see map). Approximately \$1.8 million was spent on these units for such major improvements as new aluminum windows, major rewiring, new apartment entries, new bathroom wall tile and fixtures, new kitchen cabinets, sinks, and flooring, new flooring in other rooms, and painting of the entire unit (see Appendix for complete list of improvements). While the early units done in this effort were somewhat experimental and continue to manifest some design problems, both tenants and BHA agree that the

later units of the first phase and the plans for buildings 1 and 4 represent a practical and reasonably successful effort. An attempt will be made to offer standardized modernization packages for all remaining low-rise units.

Almost \$500,000 in additional funding was spent on redecoration and some exterior improvements to elderly units in two seven-story buildings -- 26 and 27. Substantial TPP funding is also being spent on security, tenant relocation, and community organizing efforts. This funding included the preparation of temporary units for tenant habitation while permanent units were undergoing substantial modernization. With the lessons learned in the early modernization efforts, the low-rise modernization program has had active tenant involvement and increasing tenant support and has raised the expectations of tenants and BHA alike that all of the Columbia Point low-rise units can be expeditiously completed and provide a significant first-stage development program for Columbia Point.

C. THE BOSTON PLAN AND OTHER ACTIVITIES ON THE PENINSULA

While the Columbia Point tenants and the BHA are engaged in a major effort to revitalize the housing development, the City of Boston through the Boston Plan and the efforts of the Boston Redevelopment Authority is beginning to focus development revenues on an overall revitalization of the Columbia Point Peninsula. These efforts, of course, depend upon the return of the Columbia Point Housing Project as a stable and pleasant living environment. At the same time, they enhance the prospects that the Columbia Point housing area will remain a viable community once the first critical stages of the revitalization of that area have been completed.

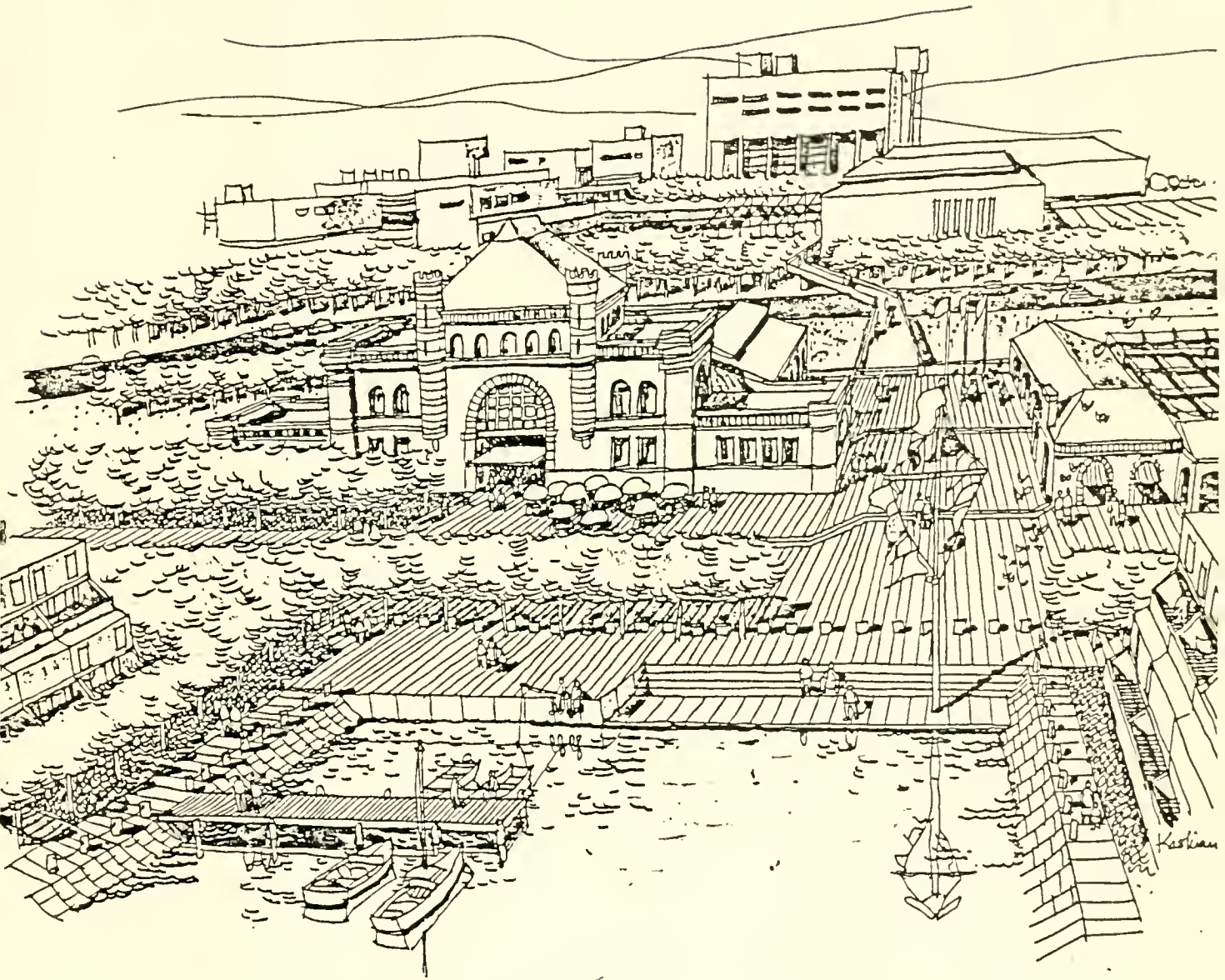
The Boston Plan: Proposal for a New Neighborhood

In August of 1977, Mayor White announced the Boston Plan, an innovative set of proposals that consolidated federal, state, city and private sector development resources on four key areas in the City of Boston: the Boston Waterfront (including the Charlestown Navy Yard), Blue Hill Avenue, Hyde Park/Jamaica Plain, and Columbia Point (see map of Columbia Point Peninsula). Through the Boston Plan a management system was set up which crossed traditional city agency boundaries and now enables the services of all city agencies to be coordinated in the target areas. For Columbia Point the Boston Plan offers the following:

1. Development of mixed-income housing on several under-utilized or vacant parcels on the Peninsula. The Boston Plan also assumes that all housing on the Peninsula will become mixed income housing and that the project will be integrated into the over-all program for new housing. Eventually as many as 2400 units are planned throughout the Peninsula.
2. The reopening of Bayside Mall. The Boston Plan envisions the reopening of Bayside Mall, Columbia Point's major commercial area, with a smaller, better-designed retail program. Part of the present mall site, the northern section facing the water, would, in addition, be developed with market rate housing, a marina, and other amenities.
3. Waterfront Recreation. Throughout the Peninsula's two-mile shorefront, new opportunities will be provided for residents and visitors to take advantage of the excellent views and waterfront recreational opportunities. Waterfront recreation including swimming, boating and mooring facilities are seen as a key element in the marketing of all housing and will be linked with interior areas of the Peninsula. Other plans for the point, noted below, have emphasized the special value of the Mt. Vernon Street Pumphouse as a community center for the entire Peninsula (see Fig. 1). Of dark grey granite and stately Romanesque style, the city's pumphouse will have its internal works relocated as part of the City of Boston's massive upgrading of its sewerage system. A more dramatic center for public and private activities on the Peninsula could not be imagined.
4. Jobs and Advocacy Programs. An important element of the Boston Plan's Columbia Point proposal is the creation of jobs and job training for Boston residents. Job programs will be geared toward existing employers and job opportunities.

The Peninsula Planning Committee

The Peninsula Planning Committee, formed in early 1977, is comprised of representatives from the most influential insurance, finance, media and real estate interests in New England, plus the heads of all major public and non-profit corporations and institutions with interests in the Columbia Point Peninsula, including the John F. Kennedy Library Corporation, the University of Mass., and Boston College High School. The City of Boston, the BHA, and Columbia



BRA CONCEPT FOR REVITALIZATION OF
COLUMBIA POINT PUMPHOUSE AREA

FIGURE 1

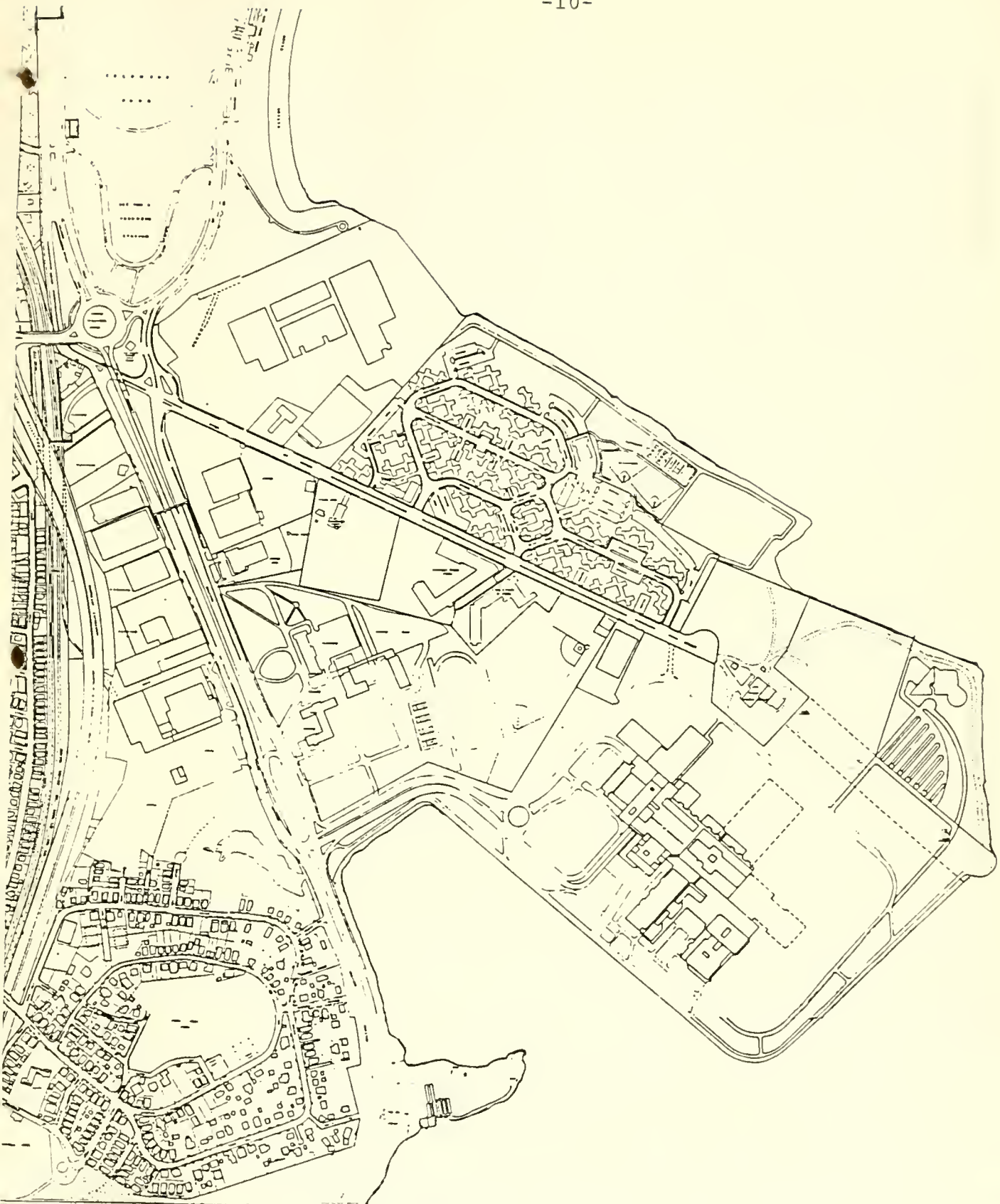
Point organizers, and associations are also members of the committee. During the time that the City of Boston began through its Boston Plan to carry out a comprehensive public funding strategy for Columbia Point, the Peninsula Planning Committee prepared a more detailed evaluation of the private development potential of Columbia Point. The resulting Composite Development Plan offered for the first time a staged private development strategy for the entire Peninsula. The strategy recognized the urban development principle that has evolved in the mid-1970's: leveraging private investment from strategically-placed public investments. The strategy also recognized the need to divide Columbia Point into a number of manageable development parcels. The initiation of each new parcel depends upon the successful undertaking of the earlier, adjacent parcel. (See Fig. 2).

The existence of such a mature strategy for the entire Peninsula cannot be overemphasized. The program begins with a revitalization of many of the units in which tenants already live and posits for Columbia Point tenants a role in the overall future development program for the Peninsula. The program then proceeds through a manageable and financeable series of private sector improvements which result in the eventual revitalization of the entire Columbia Point Peninsula.

D. **STRONG INSTITUTIONAL PRESENCE: THE UNIVERSITY OF MASSACHUSETTS AND THE JOHN F. KENNEDY MEMORIAL LIBRARY**

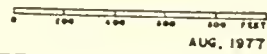
Key to the success of public and private strategies for Columbia Point are the major institutional investments that have already been made on the Columbia Point Peninsula. The southeasterly quadrant of the Peninsula is dominated by the University of Massachusetts campus at Boston. The present campus represents an investment of \$135,000,000, including 1.6 million gross sq. ft. of building area and 1,623 parking spaces. The 1977 enrollment of 7,000 students served by 950 faculty and staff is expected to grow by 1985 to between 11,000 and 12,500 students and 1,600 faculty and staff. While the college campus presently offers a fortress-like appearance to the residents of Columbia Point, relationships between the University and Columbia Point tenants are improving. In the future BHA hopes to develop with the University a strong job training program for residents of the Columbia Point housing development.

The John F. Kennedy Memorial Library is the other key institutional presence on the Peninsula. Construction of the \$12 million facility began in June of 1977,



COLUMBIA POINT

BOSTON REDEVELOPMENT AUTHORITY



AUG. 1977



FIGURE 2

and completion is expected in the fall of 1979. During peak years the staff of 45 is expected to host as many as 878,000 visitors. Visitors are expected to stabilize at 675,000 annually in later years of operation. While original plans called for the library to be located on the southeasterly tip of the Peninsula, as far away as possible from the Columbia Point Housing development, the library is now being constructed on the northeasterly tip of the Peninsula, directly adjacent to the housing development. This change of location provides a spectacular visual relationship between the housing development and the library. It also means that once the low-rise sections of the housing development have been stabilized, as presented in the Urban Initiatives strategy below, the potential for privately-sponsored reuse of remaining portions of the housing site are enhanced immeasurably. Such reuse areas are surrounded by stable, attractive housing on one side and the Kennedy Library on the other.

E. ACTIVITIES OF THE COURT APPOINTED MASTER

In 1975 the Boston Housing Authority was the subject of a suit by tenants alleging dereliction in a number of its responsibilities. Findings by the Boston Housing Court in favor of the tenants resulted in a number of specific orders to improve conditions in most of the properties owned and managed by the BHA. A master was appointed by the court to oversee the program of improving BHA operations and a consent decree to be monitored by the master listing specific improvements was signed in June of 1977. Within the consent decree the Columbia Point Project holds a special position.

Since an overall modernization program had not yet been prepared for Columbia Point, however, a special order which would list the detailed actions to be taken to fulfill these commitments was postponed. The court-appointed master and the parties in the Perez et al vs. BHA have taken an active role with the Columbia Point tenants and the BHA in bringing planning and implementation of construction and management activities to the point at which both could become the subject of a special order. The court-appointed master retains the right to review and be involved in all development and management activities on Columbia Point. All actions proposed in this Urban Initiatives application have been reviewed by him. Final review will take place in the implementation of each work stage by the master and the parties.

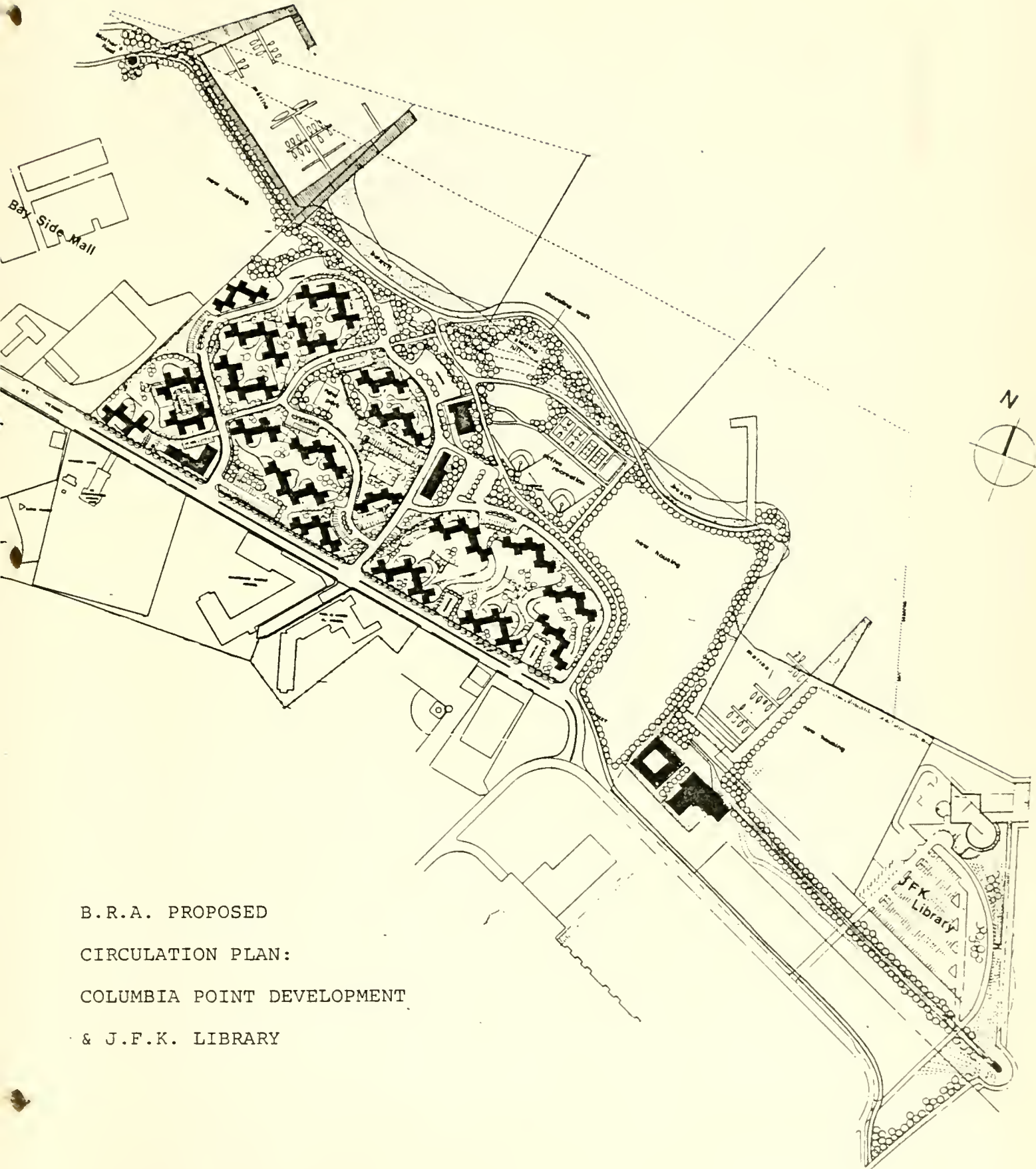
F. NEW WORKING RELATIONSHIP BETWEEN THE BHA AND THE BRA

While in the past the plans and actions of the Boston Housing Authority and the Boston Redevelopment Authority have not been well enough coordinated, a new working relationship has been forged between the two agencies which promises a better development future for the Columbia Point Project. Since early 1978 the BRA and the BHA have been meeting regularly to plot a common strategy for the redevelopment of Columbia Point. While each agency recognizes the peculiar responsibility of the other -- the BRA directs Peninsula-wide development; the BHA is specifically responsible for the revitalization of the Project -- both recognize that the success of their ventures are inseparably intertwined. Thus, in March of 1978 the BRA and the BHA made a joint request to Secretary Harris for funds to carry out a redevelopment work program that addressed itself to the responsibilities of both agencies. The memorandum of understanding between the BRA and BHA expresses the current details of the agency relationships.

In carrying out the Urban Initiatives program the strong relationship between the two agencies will be maintained. The BHA will carry out the modernization of the Columbia Point Project low-rise units and prepare a redevelopment program for the high-rise units with an eye toward the larger development plans being prepared by the BRA for the rest of the Peninsula. The BRA will prepare its comprehensive plan for the redevelopment of the Peninsula, with the support of the Urban Partnerships program, with a view of the needs of the Columbia Point Project and the basic commitments that must be maintained to the BHA tenants. Wherever possible, the two agencies will mesh their resources to produce a single redevelopment effort.

Problems That Remain for Columbia Point Residents

When the Columbia Point Project was constructed in 1954, it was intended to provide shelter for war veterans and other transient populations. It was to be a temporary way station for these persons before they moved on to more stable, conventional residential neighborhoods. Today, Columbia Point has become a neighborhood in itself and one sorely in need of the attention it has recently begun to receive. Though originally intended to have 1,504 occupied units, Columbia Point is now home for 350 mostly black and Hispanic families. In addition, since 1970 the project remains a home for approximately 80 elderly residents and of handicapped persons.



B.R.A. PROPOSED
CIRCULATION PLAN:
COLUMBIA POINT DEVELOPMENT
& J.F.K. LIBRARY

COLUMBIA POINT DEVELOPMENT



B.R.A. PROPOSED CIRCULATION
PLAN TO ACCESS VILLAGE CLUSTER

A. Structural Problems with the Columbia Point Project

The site plan for the Columbia Point Project pays little attention to sunlight orientations, wind patterns, internal open spaces or exterior resources. Density and building height were planned almost exclusively on the basis of foundation considerations: the project is built atop an old city dump. Density and height increase toward the center where weight bearing conditions are better. Although the project is surrounded on three sides by Boston Harbor, little use is made of this spectacular resource by the project or the other institutional residents of the Peninsula.

Until recently, many of the buildings were subject to continual flooding from broken or unrepaired plumbing. Interiors of abandoned units were stripped by vandals; interior and exterior walls were streaked and rotted by water seepage. Recently, HUD and other public agencies have recognized and attempted to reverse these trends. However, much of the public funding initially available for renovations at Columbia Point since the early 1970's has had to be used for system-wide repairs and renovations. The heating plant had to be substantially rebuilt, and primary electrical service feeders had to be replaced. Tenants saw little tangible difference in the most visible deficiencies of the project: inadequate living space for families, insufficient common or shared living areas, physical deterioration within units, and the lack of adequate space for recreation and smaller community gatherings. The basic size of the living units -- the places in which tenants must spend a good deal of their time, especially in inclement weather -- remained about one half of present Mass. Housing Finance Agency requirements:

	<u>Columbia Point</u>	<u>MHFA Required</u>
1BR	360 sq. ft.	600 sq. ft.
2BR	530 sq. ft.	800 sq. ft.
3BR	603 sq. ft.	1200 sq. ft.
4BR	697 sq. ft.	1400 sq. ft.
5BR	817 sq. ft.	1600 sq. ft.

The spatial relationships of the buildings to one another -- kitty-corner and separated by streets and a sea of asphalt -- remain both claustrophobic and confusing. There is no logical organization of the structures and a lack of internal or external reference points to distinguish direction or make passing particular points enjoyable.

Most of the essential features, which in Defensible Space and related and more refined investigations have been found to provide both physical and psychological well-being, are lacking in the Columbia Point buildings. Entrances do not afford proper scrutiny and there are no structures or landscaping to provide a sense of transitional space and private space, related to only one or a few units.

Streets remain littered with glass and debris, although the tenants have recently organized several very effective clean-up programs. The spaces between buildings are covered almost entirely with asphalt and thus devoid of grass and trees. High-rise buildings at the core of the project are boarded up and mothballed.

B. Social and Economic Problems

Any proposal for substantial change at Columbia Point must consider not only the physical problems of the buildings and dwelling units themselves but also the social and environmental problems long associated with the project, since the desirability of the project as a place to live has been almost completely offset by a high crime rate, a lack of community facilities and other factors.

In fact, the difficulties of residing at Columbia Point have become so great even for those whose choice of housing is very limited that for several years approximately one-half of the apartments have remained vacant. Currently less than 400 of the units are occupied by families and 135 by governmental, social services and medical agencies. One thousand units are listed as vacant, and many of these have been vandalized to the point where the Housing Authority cannot afford to make them available for occupancy.

Although at one time the population of Columbia Point was fairly representative of Boston's public housing tenancy, increasingly over the past decade the project has been housing a higher percentage of families with potential social problems than do other Housing Authority projects. For example, 75.6% of the families depend on welfare as their only source of income, average income is only \$3450, and 76% of the families are female-headed. (See Table I for more detail on social and economic characteristics of Columbia Point.)

TABLE 1
Change In Occupancy
Columbia Point
(1954 - 1976)

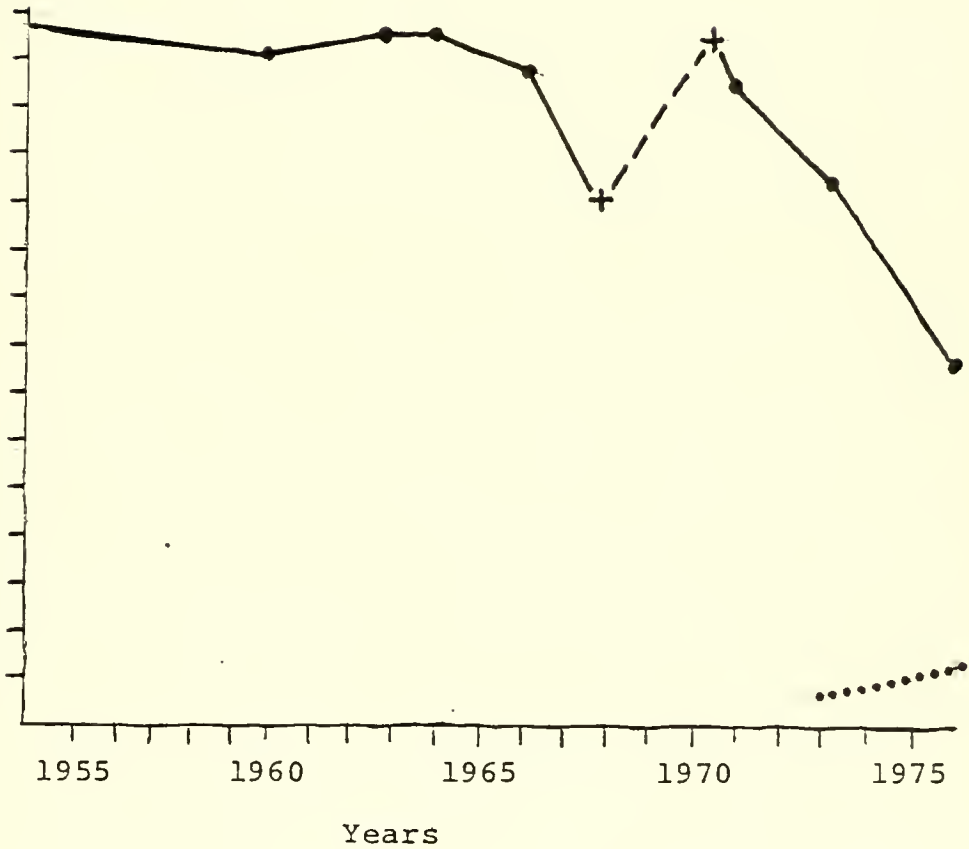
No.
Units

1500

1000

500

0



Key:

• Total units occupied

+ Elderly units occupied

... Units occupied by social agencies

C. Physical and Social Isolation

Finally, as if to confirm the present public impression of social undesirability and danger, Columbia Point finds itself isolated from Boston and its neighbors. It is surrounded on three sides by large tracts of undeveloped or unused land and rises, like a fortress or prison, out of the landscape. Residents, few of whom are able to afford an automobile, must take two buses to reach most other areas of the city or walk about ten minutes through a busy automobile rotary to the Columbia Station on the MBTA's Ashmont Line.

The Project has no physical connection to nearby U. Mass. Boston, since Mt. Vernon Street ends abruptly behind the University's maintenance building. There is little interchange between the students at the University, who commute to the campus, and the Columbia Point residents although, with the recent completion of the bus connector road, that condition may improve. Few Columbia Point residents are employed by the University or any other businesses or institutions on the Peninsula.

When the Bayside Mall was in operation, the residents of Columbia Point, Dorchester, and Savin Hill had many opportunities to meet and become acquainted with one another. Indeed, these neighborhoods share a number of Columbia Point's problems: isolation from the City center, less than outstanding service by its educational institutions, and a diminishing share of the City's developmental resources. With the demise of Bayside Mall in the early 1970's, however, opportunity for the Columbia Point residents to share their problems and aspirations with other residents of the City disappeared.

The demise of Bayside Mall also meant that the Columbia Point tenants had no convenient place to secure the basic necessities of day-to-day living. An emergency trip for groceries now requires an hour on buses. The only alternative is to pay exorbitant prices for a few varieties of deteriorated staple goods in vans that visit the Project from time to time.

The isolation of Columbia Point also gives rise to another serious problem: the lack of security. The normal protections offered by a larger community are lacking at Columbia Point. Residents traversing the open spaces between Columbia Point and the rest of the city have been mugged in these open areas. The abandoned and mothballed buildings offer refuge

for criminal activity and are often the site of drug transactions. And the buildings constructed without use of environmental security principles offer numerous opportunities for crime.

The conclusion of the two presentations in this section -- on the one hand that conditions and prospects at Columbia Point are improving markedly and on the other hand that serious problems remain unresolved -- is that Columbia Point is presently at a crossroads. If sufficient funding can be provided to complete the modernization and renewal in the low-rise buildings of the Project, the opportunity to create a viable, mixed-income community on the Peninsula will be greatly enhanced. If, however, the present momentum is lost, the social problems and continuing forces of deterioration that still infect Columbia Point will gain the upper hand and prospects for improving the lives of Columbia Point tenants and the redevelopment of the Peninsula will remain clouded and discouraging.

P A R T I I I

S T R A T E G Y F O R C H A N G E

The overall goal of this Urban Initiatives application is the physical and social revitalization of the Columbia Point Project for its tenants. This goal can best be achieved if the Columbia Point Project is part of a new and vital mixed-income community that covers much of the undeveloped portion of the Columbia Point Peninsula. Given the years of neglect and decay at Columbia Point, that goal can be reached only through a strategy of carefully defined, manageable steps which together form a comprehensive program for the revitalization of Columbia Point Project and relate it to new development efforts to create a larger, mixed income community on the Peninsula.

The strategy of the Urban Initiatives application contains a number of important points, which focus to two simultaneous activities:

- * modernizing the low-rise buildings in the Project and surrounding them with pleasant exterior grounds to create the basis for a stable new community:
- * implementing a redevelopment effort for the high-rise section of the Project that relates the high-rise section as well as the modernized low-rise section to larger development efforts on the Peninsula.

Program A: Modernized low-rise section and new elderly community

1. Create an attractive living unit for existing tenants

This effort will be accomplished through a program of extensive modernization of the interiors of the low-rise buildings at Columbia Point. Attractive, durable interiors will be created of the sort produced in the later efforts of the present Target Project Program efforts sponsored by HUD. Careful attention will be paid to the modification of buildings and unit entrances to provide optimum security and surveillance opportunities for tenants.

2. Create security and a sense of community through new landscaping and exterior construction.

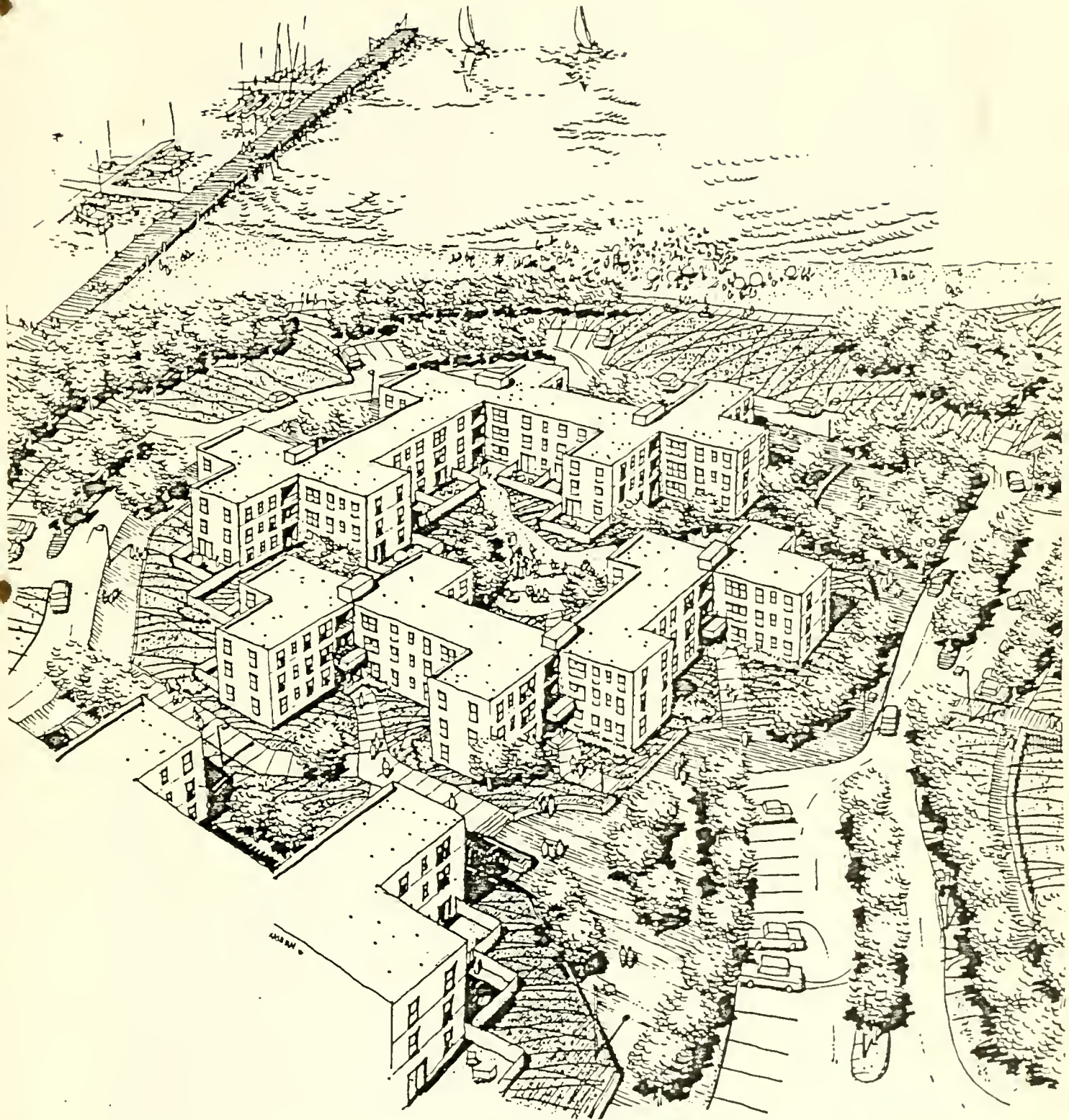
Wherever possible among the low-rise units village clusters will be created by the use of landscaping, fencing and other exterior structures. Through the work program emphasis upon major landscaping programs combined with new exterior structures is seen not simply as decoration for newly modernized interiors but as an inescapable complement of that modernization. Through the Urban Initiatives Program a total new living environment is to be created among the low-rise units at Columbia Point. The landscaping and exterior structures will be used to create transitional space between public and private areas and to provide what are in effect backyards for the small number of families in each village. (See Fig. 3 for one possible rendering of the village concept. Figs. 4 and 5 present additional suggestions for exterior treatments that provide attractive surroundings for tenants and at the same time develop a hierarchy of spaces under tenant control.)

The Columbia Point tenants have already indicated that, if private, exterior spaces can be created, they will be responsible for the maintenance of those areas and will assume a major work load for rubbish collection and snow removal.

In the following work program section of this application, the budget for landscaping and exterior structures per unit is not modest. The importance of quality landscaping and exterior treatment is seen by the BHA as so important to the overall success of Columbia Point as a living environment, however, that the expenditures should be made.

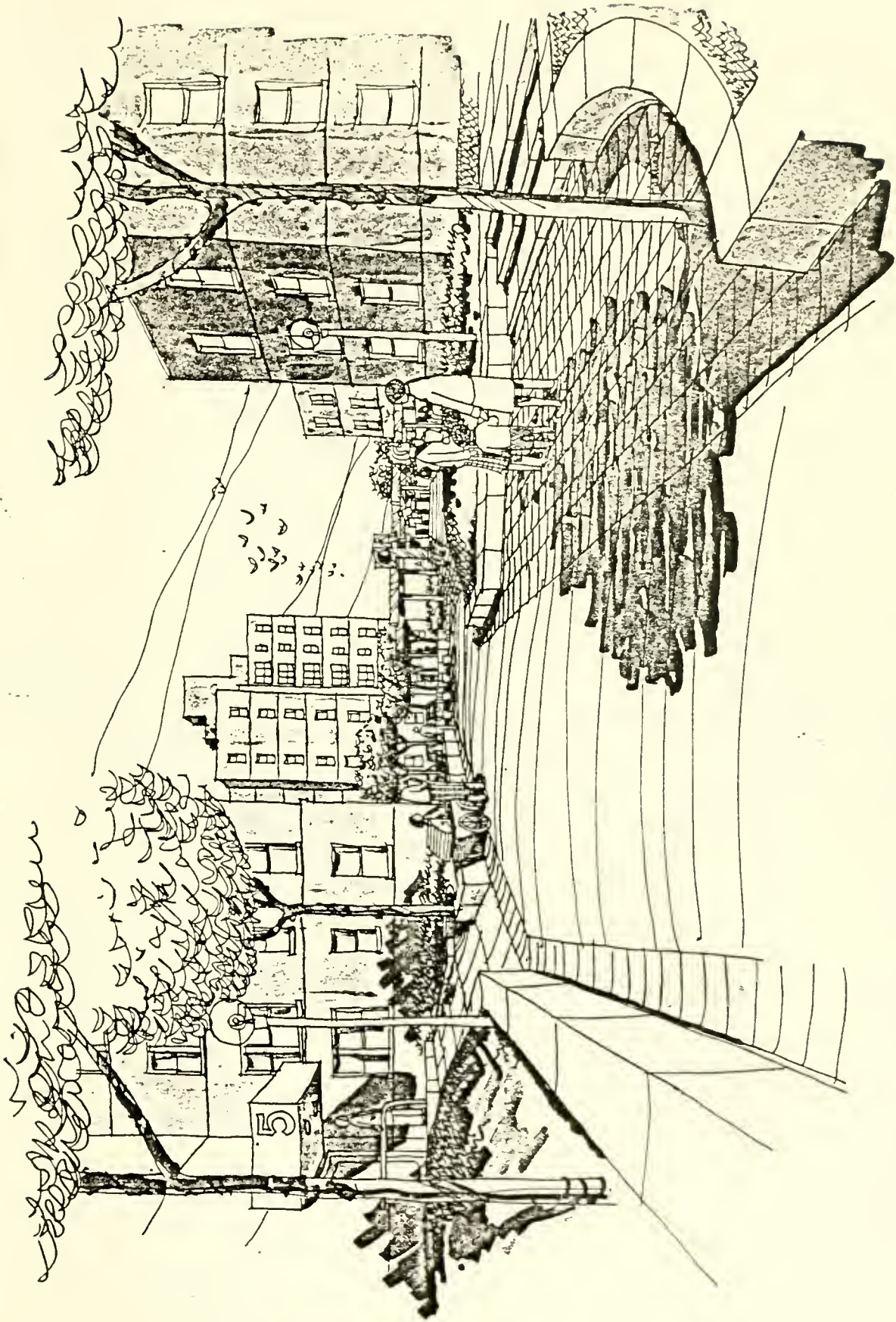
3. Reduce the overall density of the project

As noted in the Conditions and Needs section above, unit sizes in Columbia Point are approximately one half the recommended standard for acceptable living quarters. Even with modernized units and attractive landscaping and exterior construction, Columbia Point will not become the desirable living environment that it can be until the density of the project is reduced -- even in the modernized low-rise section. With the many large families at Columbia Point, the need is not simply for more small bedrooms but for increased common living space in which the family members can spend their waking hours. This space would take the form of larger living or eating areas or a separate television room or recreation room. At times this will be accomplished by break-through construction -- especially where units and rooms are notably undersized.



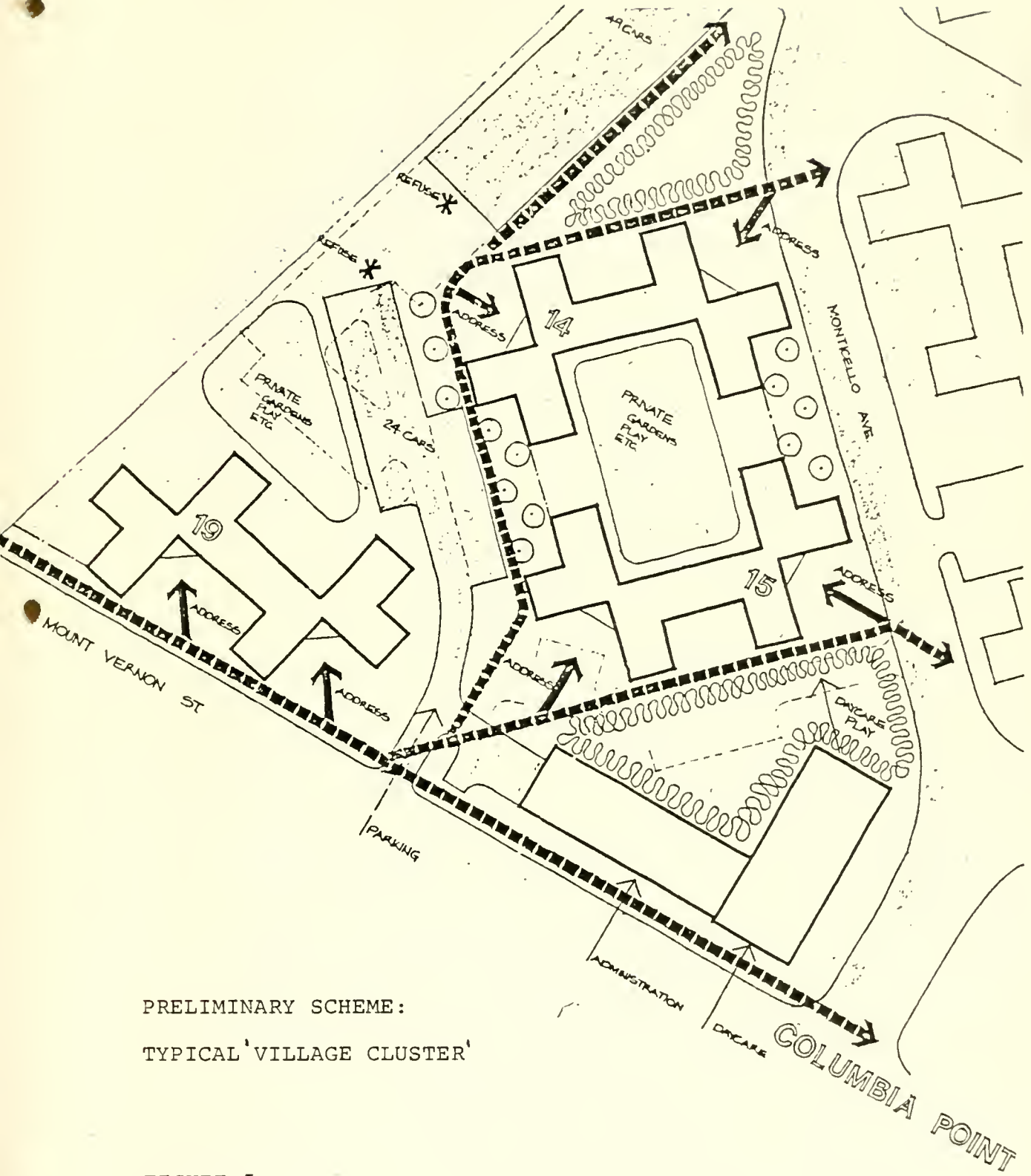
BRA CONCEPT FOR A "VILLAGE CLUSTER", COLUMBIA POINT

FIGURE 3



SKETCH OF A "CLUSTER" COURTYARD, COLUMBIA POINT

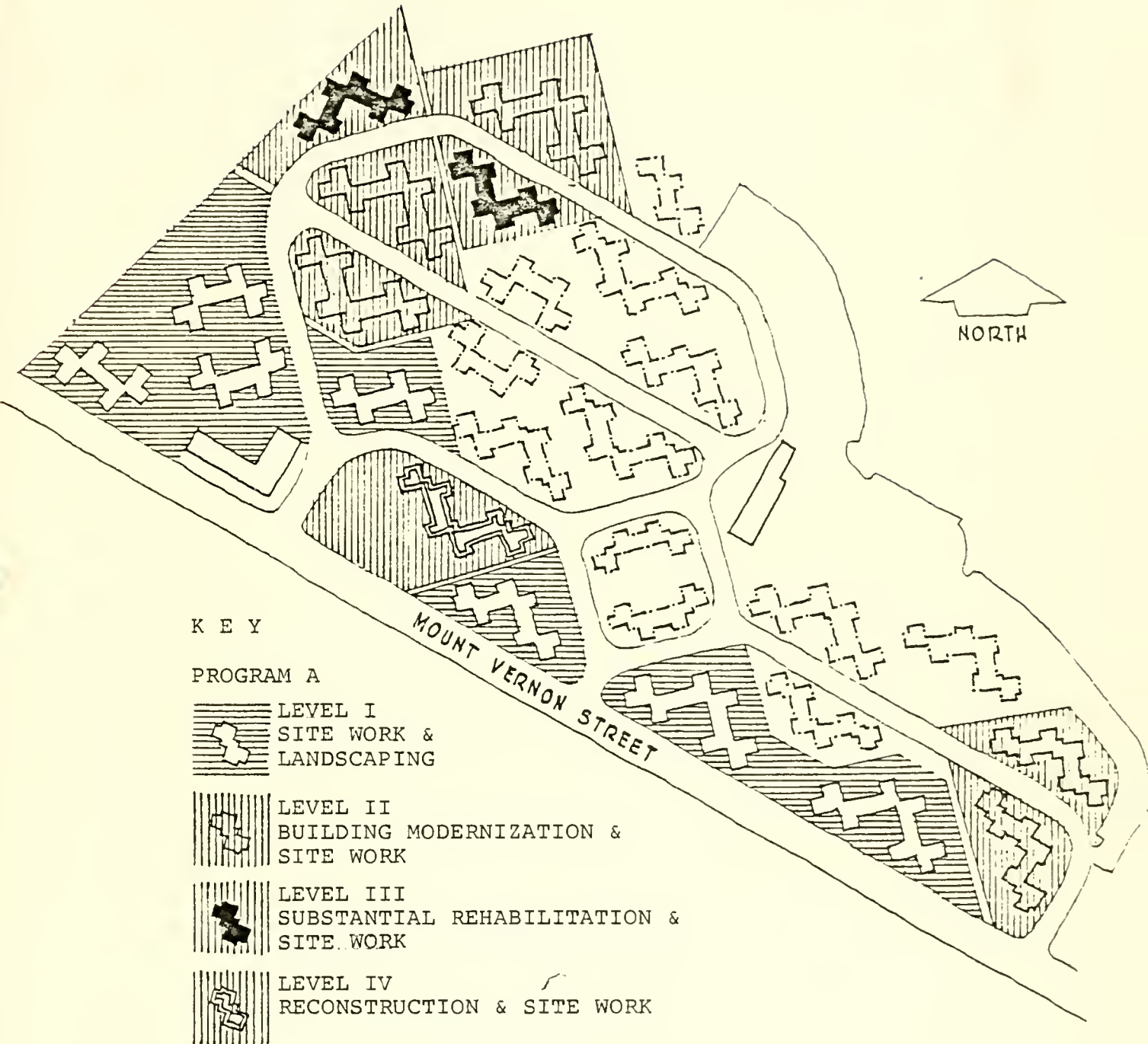
FIGURE 4



PRELIMINARY SCHEME:
TYPICAL 'VILLAGE CLUSTER'

FIGURE 5


C O L U M B I A P O I N T D E V E L O P M E N T




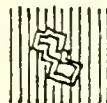
K E Y

PROGRAM A


 LEVEL I
SITE WORK &
LANDSCAPING

 LEVEL II
BUILDING MODERNIZATION &
SITE WORK

 LEVEL III
SUBSTANTIAL REHABILITATION &
SITE WORK

 LEVEL IV
RECONSTRUCTION & SITE WORK

PROGRAM B

 DESIGN DEVELOPMENT

At other times in certain selected cases the BHA will ask HUD for occupancy waivers so that the number of persons which normally must be assigned to a typical 3-, 4-, or 5-bedroom unit can be reduced. The result will be that an additional room will be freed for family living area.

The development activities of Program A proceed through four levels of construction -- each level involving landscaping and exterior structure with increasing amounts of interior space modification (see site map).

Level I - Landscape Exterior Space

(Buildings 14, 15, 16, 19)

The buildings in this group have been, or soon will be modernized under the Target Project Program. Black asphalt between buildings is removed. Roads are re-routed. Pedestrian walks, courtyards and play areas are added along with trees, shrubs and grass. Village clusters are created where possible.

Level II - Modernization and Landscaping

(Buildings 1, 4, 6, 9, 26, 27)

Modernization of these buildings is completed including the installation of kitchens, bathroom fixtures; walls are repaired and repainted. Exteriors are refurbished with new flashing, window sashes and doorways. Security improvements are added including windows, screens and new exterior lighting. Landscaping similar to Level I. Modest additional improvements are undertaken in the 80 occupied elderly units.

Level III - Substantial Rehabilitation

(Buildings 2, 23, 25)

Two of these buildings undergo "gut rehabilitation" and some removal of walls to allow for increased common living areas. Modernization, exterior treatment, renovations for handicapped and security improvements are completed.

Level IV - Reconstruction

(Building 13)

Subject to engineering analysis, the top three floors of this seven-story building are removed. A new roof is constructed over the fourth floor.

"Vertical breakthrough" of the floor between the third and fourth stories to create large five bedroom apartments. Modernization and landscaping are completed in accord with Levels I - III.

4. Reduce isolation through tenant-sponsored services

Stores that can deliver essential community services are badly needed at Columbia Point. The time, expense and physical difficulty to obtain basic food and drug store necessities is increasingly intolerable. It is also clear these services can and should be delivered by an enterprising group of tenants: no retail merchants are sufficiently courageous or "street wise" to open and make such a store successful.

A Community Development Corporation will be created to operate a small grocery store and drug store in an existing building in the project. This corporation, the major source of whose funding will be from the state's Community Development Finance Corporation, will reduce the effects of physical isolation at Columbia Point by providing a place in which the staples of daily living can be purchased at reasonable cost. The grocery store and drug store will also help to overcome the personal isolation of residents at Columbia Point. The store will become a place for exchange of community news and a place to meet residents from opposite areas of the project.

The tenant-run grocery store and drug store will also be a test for the entrepreneurial skills of individual tenants involved in the administration of the affairs of the Community Development Corporation. Isolated from normal employment opportunities, the Columbia Point tenants involved in running the grocery store and drug store can test their skills and develop a backlog of experience and ability which can be marketed to employers in a number of business settings in the Boston area.

5. Stabilize the eastern edge of the project with improvements to the elderly high-rise buildings 26 and 27.

Modest additional improvements will be made to the 80 units occupied by the elderly. A community center and landscaping will also be added to provide an improved living environment for the elderly and stabilize the eastern edge of the site while the high-rise reuse plan is completed.

With the completion of Program A, all 350 families presently living in Columbia Point will be housed in modernized, low-rise units along Mt. Vernon Street and Monticello Avenue. As can be noted from Fig. , this development phase involves a clearly defined, contiguous, and highly visible section of the Columbia Point project. Revitalization of this area of the project is possible not only from a management and security point of view. It also provides clear visual evidence along Mt. Vernon Street of the resurgence of the Columbia Point project. In providing a stable, attractive, and full-serviced redevelopment of the low-rise section of Columbia Point, the prospects for further redevelopment of the high-rise buildings and adjacent vacant parcels are greatly enhanced.

Program B: Redevelopment, Marketing and Mangement of High Rise Sections

The long-range goal of the BHA with regard to the Columbia Point Project is to relate it to new residential construction on Columbia Point Peninsula and thereby create a new mixed-income community of approximately 2,400 dwelling units. The detailed planning for this new community will be carried out in a joint effort between the BHA and the BRA. Support for this activity will be sought in the joint BHA/BRA City of Boston application to the Urban Partnership program. The details of that relationship are specified in the BHA's and BRA's March 1978 application to Sec. Harris for planning funds.

The BHA's direct responsibility in the development of a new community is the preparation of a reuse and redevelopment program for the high-rise section of the Columbia Point Project. The program will consist of such essential elements as detailed engineering and architectural reuse studies, market studies for renovated buildings and new construction, an examination of financial options, and support to evaluate joint efforts with private developers.

Three points should be made in connection with the redevelopment activities in this section:

1. Simultaneous Activity

It is important that Programs A and B -- the modernization and redevelopment efforts -- take place simultaneously. Were the BHA to concentrate solely upon development of the low-rise sections and then move to redevelop the high-rise sections and related parcels once the low-rise work was complete, the low-rise sections might begin to deteriorate again before the mixed income program is underway. Work on redeveloping the high-rise sections and related parcels -- preparation of a master development plan, selection and financing of a development entity, and commencement of project-wide site improvements must begin at the same time as Program A, if maximum leverage from the modernization program is to be achieved.

2. Broad Scope of the Redevelopment Effort

The broadest possible scope will be used in considering redevelopment options. If the land containing high-rise housing is combined with adjacent, city-owned parcels, a redevelopment

area of more than fifty acres can be assembled into a new, mixed-income community. In the redevelopment phase of the Urban Initiatives program the BHA will work with the BRA and Columbia Point tenants to examine the possibility of joining with a private development entity in the creation of new mixed-income units on adjoining parcels together with the selective rehabilitation of high-rise units in the Columbia Point Project. See Appendix for letters of interest from three major developers who have indicated a desire to explore such a relationship with the BHA and Columbia Point tenants. Such a program would include the tenant sharing of revenues and responsibilities with the private development entity and thus ensure long-term support of tenant services in the Columbia Point Project area. Sharing of management responsibilities and syndication proceeds would be examined as part of such a cooperative arrangement. The more straightforward option of BHA redevelopment and management of a number of the high-rise units will also be examined.

3. Mixed Income Strategy

In order to achieve an eventual mixed-income community on the Columbia Point Peninsula, integrating both the existing BHA development and new construction, the BHA will consider asking HUD for income waivers for some of the Columbia Point project units -- both high-rise and low-rise. Such a request could be filed only when sufficient low-income units are provided through new construction to offset units for which waivers are requested. The purpose of these requests will be to avoid consolidation of all low-income units in the BHA project and all middle-income units in new construction.

P A R T I V

S C O P E O F W O R K

A. CAPITAL IMPROVEMENTS PROGRAM

Level I Landscaping, Transitional Space,
Recreation Facilities

Level II Modernization, Exterior Renovations

Level III Substantial Rehabilitation

Level IV Building Reconstruction

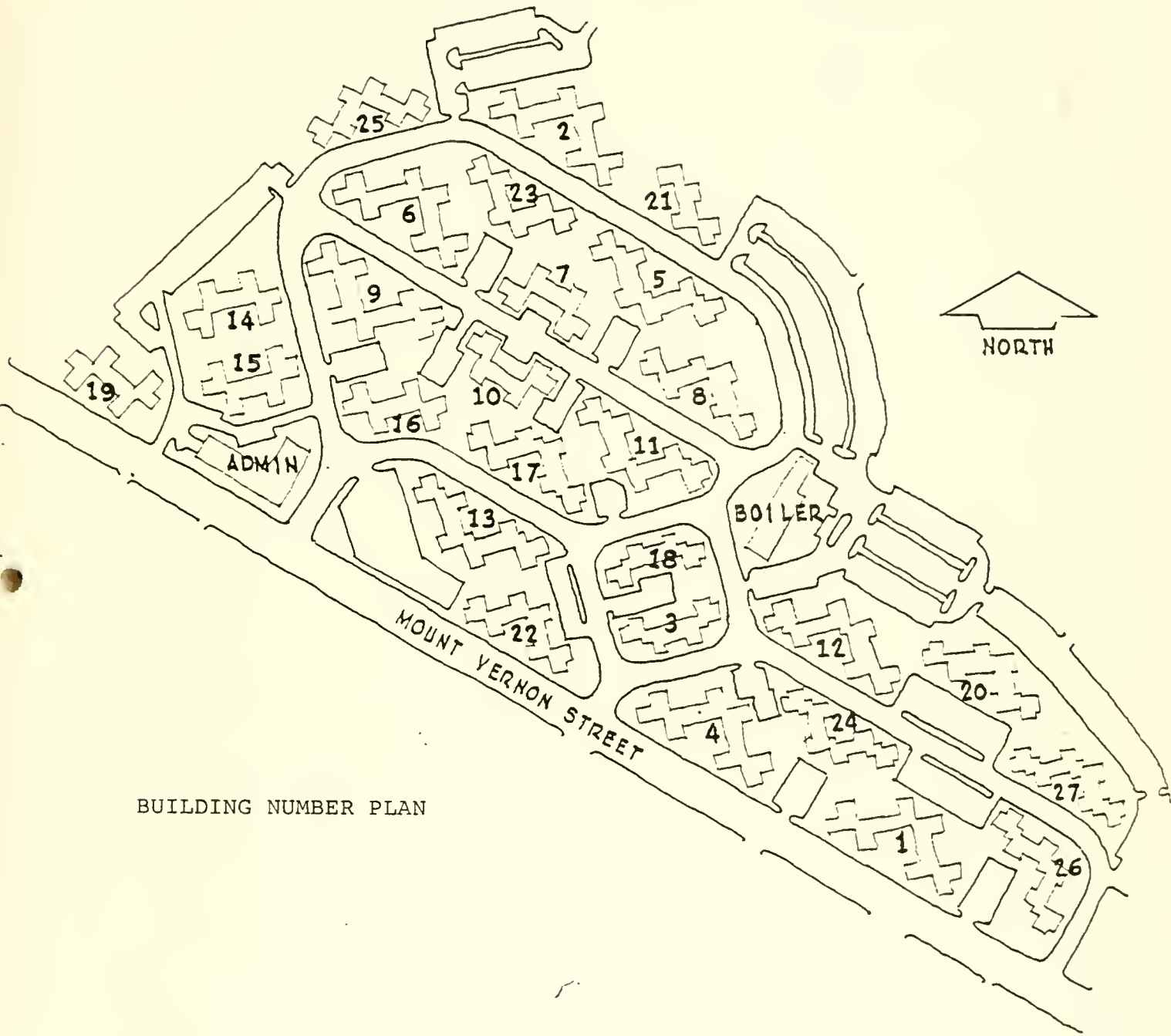
B. TENANTS SERVICES PROGRAM

1. Neighborhood Services: Food Store and Drug Store

2. Relocation and Temporary Services

C. NEIGHBORHOOD REVITALIZATION

C O L U M B I A P O I N T D E V E L O P M E N T



BUILDING NUMBER PLAN

A. CAPITAL IMPROVEMENTS PROGRAM

Level I Landscaping, Transitional Space, Recreation

<u>Buildings</u>	<u># Units</u>
19	24
14	24
15	24
16	24
4	36
1	36

Level II Modernization and Landscaping

<u>Buildings</u>	<u># Units</u>
6	36
9	36
26)	
)	80 Elderly
27)	

Level III Substantial Rehabilitation, and Landscaping

<u>Buildings</u>	<u># Units</u>
23	19
25	19
2	36

Level IV Reconstruction

<u>Buildings</u>	<u># Units</u>
13	34-70

Level I: Landscaping, Transitional Space, Recreational Space

Landscaping and Exterior Space Modifications:

Buildings 19, 14, 15 and 16.

The modernization of 96 three- and five-bedroom family units in these buildings will be completed by the fall of 1978. Modernization programs for these units have been reviewed and approved by Columbia Point Tenant Task Force. The cost of completion of this first stage of interior work will be approximately \$1.8 million or \$18,750 per unit. This work is funded out of previously awarded Modernization and TPP monies. (For a complete description of the modernization work for these units see Appendix). Existing landscaping plans will be evaluated to provide for transitional public spaces and backyards to the greatest extent possible under control only of tenants in specific buildings, and to integrate two or more of these completed buildings into a village cluster. To accomplish this improved exterior space program, funding in the amount of \$600,000 will be requested from the Urban Initiatives program. This figure anticipates that approximately \$150,000 per building will need to be spent to create the low-rise villages. Mature trees and bushes and the erection of sturdy fences and play equipment necessitate expenditures of this magnitude for each unit. Ten percent of the construction costs or \$60,000 is sought for architectural and engineering (A&E) work. Finally, \$5,000 per building is requested to seal off electrical cables and other dangerous items in each building so that building basements can be used for storage or other tenant-determined activities.

Urban Initiatives Support Requirements:

Landscaping, transitional space creation of building villages	\$600,000
A&E for landscaping	60,000
Basement security improvements	20,000
TOTAL	<u>\$680,000</u>

See Table 2 for landscaping cost breakdown.

See Table 3 for present modernization cost breakdowns.

TABLE 2

Estimated Budget for Level I
Landscapping and Exterior Modifications:
Cluster A (2 Buildings), Columbia Point (BHA Property Only)

<u>Item</u>	<u>Quantity</u>	<u>Unit Price(\$)</u>	<u>Sum (\$)</u>
Demolition(removal of blacktop)	107,000	\$0.40/S.F.	42,800
Bit. Conc. Paving	21,400	\$1.00/S.F.	21,400
Brick Paving	5,350	\$4.00/S.F.	21,400
Conc. Paving	26,750	\$1.50/S.F.	40,125
Concrete Curb	650	\$7.00/L.F.	4,550
Topsoil & Seed	53,500	\$0.50/S.F.	26,750
Trees & Shrubs	60	\$250.00 EA.	15,000
Fencing	780	\$9.00/L.F.	7,020
Tree Grates	40	\$100.00 EA.	4,000
Misc. Benches, Bollards			10,000
Storm Drain	7	\$600.00 EA.	4,200
Manhole & Catch Basin	7	\$1200.00 EA.	8,400
Storm Piping	850	\$7.50/L.F.	6,375
Site Lights	128,262	\$0.15/S.F.	19,420
		<u>SUBTOTAL</u>	<u>231,210</u>
		OVERHEAD	23,126
		PROFIT	25,439
		<u>TOTAL</u>	<u>\$279,825</u>

TABLE 3

Modernization* Costs for
96 Prototype Family Units

CLUSTER "A"

Buildings 14, 15, 16 and 19

	<u>COSTS</u>
Architectural (Paint, Flooring, New Sinks and New Cabinets)	\$1,150,000
New Entrances (@ \$10,000/Address)	85,000
Apartment Wiring	175,000
Heating and Ventilating	110,000
New Windows (@ \$500/Apartment)	60,000
	<hr/>
TOTAL	\$1,800,000

96 Units @ \$1,800,000 = \$18,750/Unit

* Does not include costs for landscaping
or access improvements for the handicapped.

Landscaping and Exterior Space Modifications:

Buildings 4 and 1.

The modernization of 72 four-bedroom units in buildings 4 and 1 is in the final design stages with details under Task Force review. Since the program is similar to that tested in the first phase of modernization, it is anticipated that per unit costs will remain approximately the same (\$18,750/Unit) plus an additional 8% annually for inflation. Thus, remaining modernization funds in the amount of approximately \$1.1 million will be used for this second phase. Per unit costs are anticipated to be approximately \$25,000. Costs for the same work done in buildings 19, 14, 15 and 16 would be \$22,000 in 1978 dollars. The slight increment -- \$3,000 per unit -- is to provide better wall surface treatment. Bids for this second phase of modernization will be let in mid-fall of 1978 and construction will take place to the extent possible all during late 1978 and 1979. Urban Initiative funds will have to be provided for the landscaping and recreational treatment and transitional public spaces surrounding these buildings -- the creation of the village system. Again, to the extent that such construction is compatible with efficient snow removal, trash handling and other management concerns, private back and side yards under the control of building residents will be provided. Costs are estimated to be similar to those for buildings 19, 14, 15 and 16 (Phase A). Thus, \$300,000 in construction and \$30,000 in A&E funding are requested. Design contracts will be awarded in the late fall of 1978 and construction bids awarded in the spring of 1979. Again, \$5,000 per building is sought for basement improvements.

Urban Initiatives Support Requirements:

Landscaping, transitional space and small scale recreation	\$300,000
A&E	30,000
Basement design improvements	<u>10,000</u>
TOTAL	\$340,000

Landscaping and Exterior Space Modifications

Building 22 - the health center

Through Step 1 of this proposal, all of the low-rise buildings along Mt. Vernon are to receive extensive interior and exterior improvements. The result is to be a unified appearance of revitalization of all the buildings along Mt. Vernon Street and along the westerly edge of the project site. The one non-residential area that also needs such exterior treatment is the grounds of the low-rise health center, building 22. Urban Initiatives support is sought for new safety screen and windows for this building -- \$30,000 -- and an exterior landscape package of \$150,000, plus \$15,000 for design is requested.

Urban Initiatives Support Sought:

Windows and security screens	\$ 30,000
Landscaping	50,000
A&E design	15,000
TOTAL	<u>\$ 95,000</u>

Level II: Modernization and Landscaping

Modernization and Landscaping:

Buildings 6, 9

The modernization of 72 four-bedroom units in buildings 6 and 9 will take place shortly after commencement of work on buildings 1 and 4. Unit costs are expected to be approximately \$30,000 and \$2.16 million in Urban Initiatives funding plus an additional \$224,000 in A&E support will be sought. Architectural fees for such rehabilitation work are generally 15% of construction costs. Fees for each of these projects, of course, will be negotiated. Per unit costs of \$30,000 are included in an attempt to achieve greater tenant satisfaction with the interior finish program. Such items as bringing the number of electrical outlets completely up to code, providing more durable unit fixtures, and utilizing better quality kitchen units, will require the increased expenditures.

A request for \$300,000 landscaping and \$30,000 for A&E final design is made to the Urban Initiatives Program.

Urban Initiative Support Requirements:

Modernization of 72 4-bedroom units @ \$30,000/unit	\$2,160,000
A&E design	324,000
Landscaping, transitional space and small scale recreation	300,000
Exterior space A&E	<u>30,000</u>
	\$2,814,000

Modernization and Landscaping

Buildings 20, 26, and 27. Modest improvements to two high-rise buildings for the elderly; creation of attractive exterior space and community center; mothballing building 20.

Buildings 26 and 27 are ~~two~~ high-rise structures on the easterly edge of the Columbia Point Project. They are removed from the density of the central core of high-rise buildings and offer outstanding ocean views to most residents. Approximately 80 elderly residents inhabit buildings 26 and 27. Approximately \$5,000 per unit was spent to redecorate these units. An additional \$150,000 is requested for supplemental modernization. A \$200,000 request is made for creation of an elderly community center on the ground floor of one of the buildings. Interim landscaping improvements are sought at the \$100,000 level. Finally a new relocation program is being prepared which no longer requires the use of building 20 as an interim "hotel". A request of \$200,000 is made to mothball this building until the high rise reuse plan of Program B is complete.

Urban Initiative Support Requirements:

Supplement modernization	\$150,000
Ground level community center	200,000
A&E design	30,000
Landscaping	100,000
Landscaping A&E design	45,000
Mothballing of building 20	200,000
	<u>\$725,000</u>

Level III: Substantial Rehabilitation

Modernization and Exterior Treatment:

Buildings 23 and 25

Buildings 23 and 25 presently contain 36 two-bedroom units each with approximately 530 square feet per unit. Clearly, this space is inadequate even for small families, let alone the larger families that require space at Columbia Point. Horizontal breakthrough construction will be needed to convert these units to usable space. The buildings contain approximately 19,000 sq. ft. of dwelling space. If units of 1,000 sq. ft. are created, 19 units per building can be constructed, or 38 units for both buildings. Breakthrough construction will cost approximately \$40,000 per unit. Thus construction costs of \$1,520,000 will be needed. An increment of 15% or \$228,000 should be added for the removal of architectural barriers to access by handicapped residents, and an additional increment of 15% will be needed for A&E.

The Landscaping program completed for all other low-rise buildings will be extended to these buildings to complete exterior space renovations and landscape modifications for all low-rise buildings. This will complete capital improvements for the "village clusters" program.

Urban Initiatives Support Requirements:

Horizontal breakthrough, substantial rehabilitation (38 units @ \$40,000/unit)	\$1,520,000
A&E design	228,000
Landscaping	300,000
Landscaping A&E design	30,000

TOTAL \$2,078,000

Modernization and Landscaping:

Building 2.

Twelve of the 36 units in building 2 have been converted into an alcoholic detoxification center. The center spent \$200,000 of its own funds to create new interior space in the building, using the floor area of 12 units.

Building 2 is on a prime waterfront location and contains space for 36 four-bedroom units. In the larger scheme of Columbia Point Redevelopment the building ought to become once again a residential location. The alcoholism center will be relocated in comfortable quarters in one of the high-rise buildings and \$300,000 in Urban Initiatives support will be sought to secure these new quarters. Since the 36 units in building 2 are larger 4-bedroom units, they will be rehabilitated at a cost of \$30,000 per unit plus 15% for A&E. A 15% construction increment is included for the removal of architectural barriers. The design of exterior spaces between buildings 2 and 23 will have to await completion of an interim circulation plan, which will determine whether internal roads that pass between the buildings can be discontinued and a village created. A possible circulation pattern has already been suggested which would allow this sort of clustering to take place (see Fig.). A detailed cost and engineering study is being prepared for this alternative. In any event, \$150,000/building is sought for landscaping and creation of private spaces or \$450,000 plus \$45,000 for landscaping A&E for all three buildings.

Urban Initiative Support Requirements:

Modernization of building 2 36 units @ \$30,000/ea.	\$1,080,000
A&E design	162,000
Renovations for and relocating of alcoholism center	300,000
Landscaping, creation of transitional space	150,000
Landscaping A&E	<u>15,000</u>
TOTAL	\$1,707,000

While the modernization of building 2 is really a Level II activity — straight modernization with no breakthrough — it is listed in this section because it would probably only be undertaken if a commitment were given on buildings 23 and 25, which separate building 2 from the rest of the low-rise units.

Level IV: Building Reconstruction

Conversion of high rise building 13 to mid-rise 34
3 - 4 BR units.

Families remaining in the Columbia Point project number 350. The construction programs through Level II have provided 314 modernized apartments in low-rise buildings. Thus at least an additional 36 units must be provided in order to house properly all present families of Columbia Point. That space will be provided by extensive renovations to building 13.

One of two schemes will be utilized. Building 13 may initially be lowered from a seven-story structure to a four-story structure. The structure will be re-roofed and the elevator and other building systems secured at the fourth floor level. On the first two floors the standard modernization package will be carried out in 24 three-bedroom units at a cost of \$720,000. On the third and fourth floors large, split-level units with third floor entrances will be created. Since gut rehabilitation is anticipated in the two-story units, per unit costs of \$40,000 are anticipated. Thus \$320,000 in construction funds and \$60,000 in A&E work is sought from the Urban Initiatives Program. Modification costs on building 13 (total 648,000 cu. ft.) are expected to be \$27,800 (removal of 278,000 cu. ft. of material at \$.20 @ cu. ft.). Reroofing is expected to be \$30,000 and will also be added to the Urban Initiatives package. Urban Initiatives funding for landscaping and semi-private recreational space will be sought in the amount of \$150,000 plus \$15,000 A&E. Design contracts for building 13 will be let in the fall of 1978, and construction will commence in the summer of 1979. This development program for building 13 will serve as a prototype for reuse of a portion of the remaining high-rise buildings which will be redeveloped in the second phase of the Columbia Point development strategy.

Urban Initiatives Support Requirements:

Modernization of floors 1 and 2 (24 units @ \$30,000/Unit)	\$ 720,000
A&E design	<u>118,000</u>
Subtotal	\$ 838,000
Removal of upper 3 floors (278,000 cu. ft. @ \$0.20/cu. ft.)	55,600
New roof	30,000
Engineering analysis	<u>10,000</u>
Subtotal	\$ 95,600
Reconstruction of 3rd and 4th floors (10 units @ \$40,000/unit)	400,000
A&E design	<u>60,000</u>
Subtotal	\$ 460,000
Landscaping, transitional space	150,000
A&E	<u>15,000</u>
Subtotal	\$ 165,000
GRAND TOTAL	\$1,558,000

If preliminary engineering demonstrates that removing four stories from building 13 would be problematic, the BHA will proceed with an alternative program: the 3,2,1 model. This model was successfully developed by the Springfield Housing Authority and involves the creation of larger vertical break-through units on the first two floors of a high-rise building and the use of upper floors for successively smaller family units. Elevators make their first stops on the third floor, thus decreasing elevator service time. The cost for the 3,2,1 model, since all units in building 13 would be retained and modernized, would be approximately the same as the reconstruction program proposed.

Removal of Architectural Barriers.

Urban Initiatives support in the amount of \$200,000 is sought for the removal of architectural barriers at selected buildings in the project.

Urban Initiatives Support Requirements: \$200,000.

B. COMMUNITY FACILITIES

Modernization and Landscaping:

Creation of interior space for tenant cooperative food store and drug store.

One of the greatest problems resulting from the present physical isolation of Columbia Point is that residents must travel many miles to secure even the basic necessities. Neighborhood services and 24-hour convenience stores do not exist. Bread and milk vans travel the project periodically to attempt to alleviate this problem, but, clearly, a much more effective job must be done. As part of the Phase I Urban Initiatives strategy, the BHA will work with the tenants immediately to step up a Community Development Corporation that can qualify for Community Development Finance Corporation funding under the provisions of MGL, C. 40E. The tenants' CDC will own and operate both a grocery store and a drug store. While eventual plans involve investigation of the operation of such stores in leased or owned space in the adjacent Bayside Mall, initial space for the grocery store and drug store will be provided in renovated basement space of two high-rise buildings. Approximately 5,000 sq. ft. will be created for a grocery store and drug store. Interior walls will be prepared, a new ceiling and lighting installed, and sufficient electrical circuitry for commercial operations. An attractive, secure entrance will be created. Some exterior site work (grading, changes in elevations, landscaping) will be done to bring customers gradually to the lower basement grade and to avoid the impression of descending into a dark basement. Exterior security lighting will also be added. These physical improvements will be counted as the CDC's equity in its application before the CDFC for sufficient funding to purchase stock and equipment. Finish space will be provided in the basement of two high-rise buildings for \$25 sq. ft. plus design. Exterior work will require an additional \$30,000. The CDC will be organized in the fall of 1978 and both the grocery store and drug store will open in the Summer of 1979.

Urban Initiative Support Requirements:

Construction of finish commercial space @ \$25/sq. ft.	5,000 sq. ft.	\$125,000
A&E for commercial space		20,000

Exterior improvements, including lighting	25,000
Exterior A&E	<u>5,000</u>
TOTAL	\$175,000

C. TEMPORARY RELOCATION

As many as 250 of the tenant families will have to be relocated, to the "hotel" at the project during the completion of the modernization described under the Capital Improvements Program. At a minimum 150 families in low-rise buildings will be forced temporarily to vacate their apartments for these reasons. These will be two way moves, since these tenants will be moved out of their buildings into the hotel and, upon completion of rehabilitation, moved back, at an average cost of approximately \$250.00 for each move. In addition, approximately 100 families and individuals will require one way moves as they are shifted from high-rise structures to modernized low-rise structures again at an estimated cost of \$250.00 per family per move.

It is the firm opinion of the Authority that these moves are an essential ingredient of a Capital Improvements Program. Brief orientation sessions will be held in conjunction with these moves to explain their purpose, answer tenant questions, take suggestions and identify concerns. Urban Initiatives funding in the amount of \$200,000.00 is sought to provide these services during 1978 and 1979.

Urban Initiatives Support Requirements:

Two-way moves (150 families @ \$500: each)	\$ 75,000
One-way moves (100 families @ \$250.each) ✓	<u>25,000</u>
TOTAL	\$100,000

PROGRAM B: REDEVELOPMENT, MARKETING, AND MANAGEMENT
OF HIGH-RISE SECTIONS

Under Program B of the Urban Initiatives application a master redevelopment plan plus detailed engineering study for high-rise building reuse will be undertaken simultaneously with the actions under Phase I. Within six months of the commencement of study a total redevelopment program for the high-rise section will be undertaken that includes new circulation patterns, the option of redevelopment in conjunction with private sector activity on adjacent parcels, and a financing, management and marketing scheme for the recommended redevelopment options.

1. Preparation of Development Master Plan
and Detailed Engineering Study

The first step of Phase B, which will begin in the fall of 1978, is the preparation of a detailed development master plan for the high-rise section that knits the low-rise modernization with the high-rise development program and examines the feasibility of joining BHA and tenant actions with private developer activities on adjacent parcels to create a larger, mixed-income community. The master plan and engineering study will contain the following elements:

- * alternative and recommended building reuse programs. The program will be based upon extensive architectural and engineering studies and include desirable building density reductions and innovative building linkage systems.
- * recommended new construction activities, including possible linkages with new, private sector construction on adjacent sites (see Appendix 1 for one joint development program suggested by a private development firm.
- * alternative and recommended management, and development options, including the range of possibilities from BHA solo activity to management and turnkey and joint development activities with private firms.
- * an examination of the market potential for the alternative building reuse and new construction options and a recommended market strategy for the preferred construction program.

- * the preparation of a developer selection kit and process, should the option of private sector contract management, turnkey construction joint development with new construction on adjacent parcels, or any combination of these three be selected by BHA and Columbia Point tenants.

- * the development of a financial program and consideration of potential financing sources in support of redevelopment and reuse options. Included among these would be request to HUD for additional Urban Initiatives and ACC support, Section 8, 221-D4 and GNMA-tandem packages, the creation of an ll(b) corporation, and the use of any of these in conjunction with state subsidy programs in support of new construction. In connection with joint activity with the private sector, the optimum financial package sought from the private sector participant will be prepared, e.g. sharing of syndication proceeds on related site new construction to finance tenant services, site amenities available to tenants on Project and new construction areas, and appropriate developer management fees for any turnkey activities. The financial package will also contain suggestions for dealing with the outstanding debt on the Columbia Point project, including requesting debt waivers, covering debt from the proceeds of joint development activity, or requesting front-end site improvements from HUD in lieu of debt forgiveness.

- * the preparation of an overall site development and circulation plan. This plan will suggest the circulation patterns necessary if the villages suggested in Phase I are created and the conditions under which a reorientation of the project through the construction of a waterfront roadway would be beneficial to Columbia Point tenants.

Urban Initiative Support Sought:

high-rise areas reuse potential, including design services and detailed engineering analysis; linkages to new, off-site construction	\$150,000
review of management and development options and recommended alternatives	20,000

market potential for building reuse and new construction	35,000
preparation of "selection kit" for development activity	10,000
examination of potential funding schemes and sources and recommended options	10,000
preparation of an over-all site development and circulation plan, including preliminary engineering	<u>50,000</u>
TOTAL	\$275,000

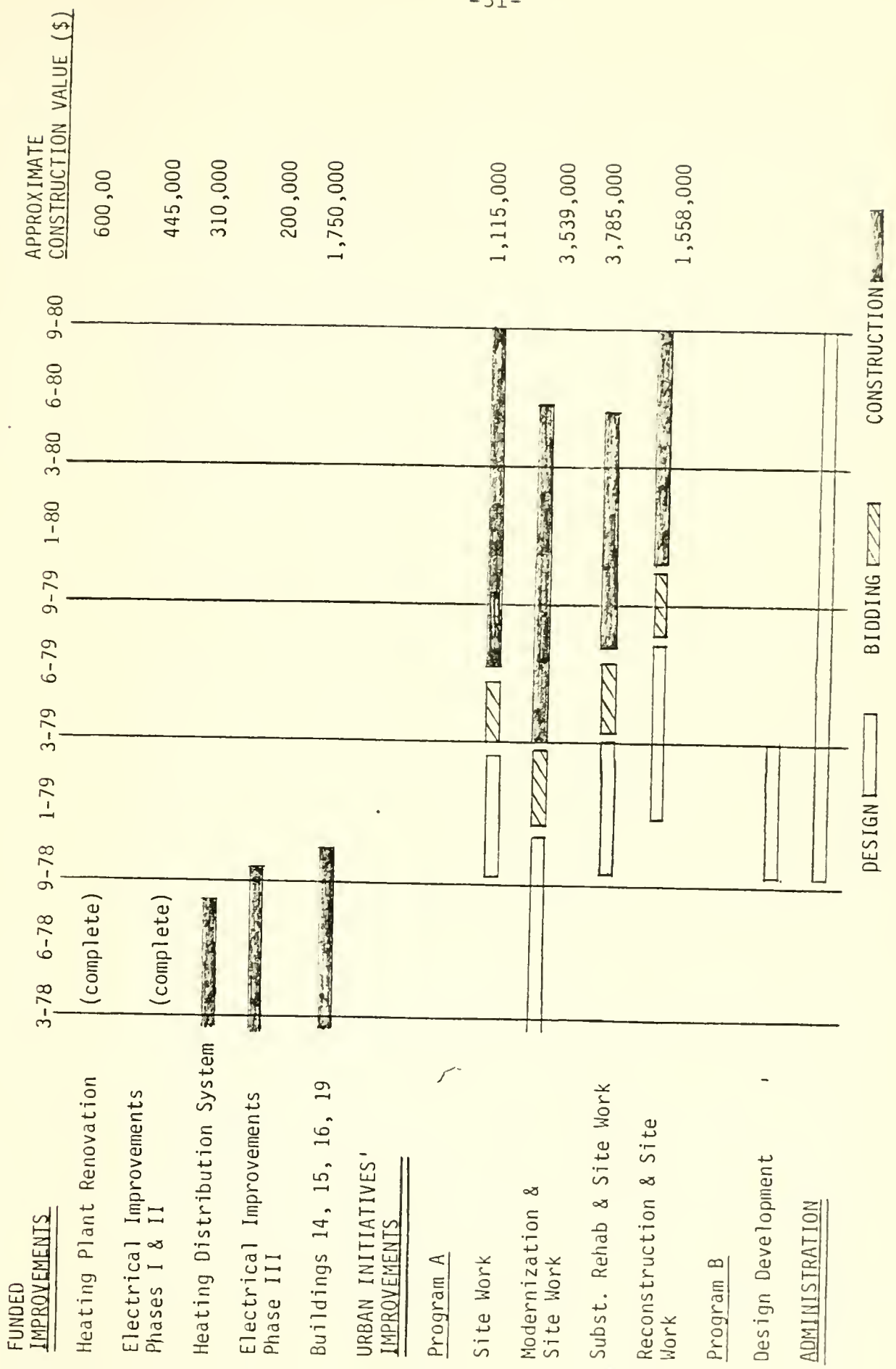
2. Implementation of Development Program

Upon the completion of the above studies a development program for the high-rise section will be implemented and, if found appropriate, relationships established with adjacent joint development parcels. Such activities will take place either in a cooperative effort between BHA and tenants or BHA tenants and one or more private sector firms. Whatever the outcome selected in the planning phase, Urban Initiatives support is sought for development counseling services for the tenants during the implementation stage.

Urban Initiatives Support Sought:

development counseling services & Task Force Staff	\$40,000
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COLUMBIA POINT REVITALIZATION SCHEDULE



DESIGN [] BIDDING [] CONSTRUCTION []

P A R T V

M A N A G E M E N T I M P R O V E M E N T S

Recent Improvements

During the past year, the BHA has reorganized and expanded its management staff. In response to the Consent Decree, middle and upper-level management positions have been frequently filled by persons (including a new Administrator) with extensive experience and success in the management of privately owned and operated housing developments. These changes signal the beginning of a new era for the BHA, one which will be characterized by tighter financial control, increased accountability of individuals, timely and requisite service delivery and increased responsiveness to tenant involvement in day-to-day management decisions.

Increased Tenant Role in Management

One of the benefits of these changes has been increased management collaboration between Columbia Point tenants and the BHA. A new eight-person Columbia Point Task Force is now involved in all important management decisions related to Columbia Point. The Task Force has initiated a number of programs to improve life at Columbia Point. There is now "tenant rule enforcement" prior to the involvement of management in dealing with complaints about the behavior of a resident. Tenants are required to attend five-week "orientation programs" prior to moving into modernized units. These sessions place heavy emphasis on tenant responsibility for building appearance and unit maintenance. In addition, large numbers of tenants, at the urging of the Task Force have participated in day-long "clean-up programs" for selected public use areas of the development. The Task Force has participated in decisions on scheduling and work assignments for the modernization of low-rise units and have joined with the BHA in setting relocation and eviction policy. Shortly, building captains will be elected for each inhabited building at Columbia Point. The Task Force and the building captains in conjunction with BHA management, will soon prepare a project-wide set of rules of conduct and enforce these rules among all residents of the project. The Columbia Point Tenant Task Force has proven to be a strong and reliable base for tenant-initiated management improvements.

Finally, the BHA has appointed a Director of Revitalization for Columbia Point. This person is stationed

at the development and oversees all service delivery including routine maintenance and major repair work. The Director has direct access to a team of development based craftsmen and laborers and can assign them daily on a priority basis, to complete maintenance and repair work. This change is quickly improving the delivery of services to tenants at Columbia Point.

Management Improvements Under Urban Initiatives

The BHA and the Tenant's Task Force plan a number of additional management improvements to coincide with the Capital Improvements portion of the Urban Initiatives Program.

A. Project Based Budgeting:

With the support of the Urban Initiatives Program, the BHA has proposed to initiate an authority-wide program of Project Based Budgeting (PBB). This program will allow the BHA to organize budgets and track costs and revenues specific to each development. The principal features of this plan are:

- a. introduction of computer-generated monthly budget and expenditure reports for housing developments in fiscal 1979;
- b. use of integral budget requests from housing developments in the preparation of fiscal 1980 operating budgets, and;
- c. use of monthly budget and expenditure reports as a supervisory tool.

This system will improve management accountability and the monitoring of costs and service delivery at Columbia Point and increase the BHA's ability to anticipate needed capital outlays.

B. New Work Order Program

The BHA is evaluating a new work order program which would centralize and computerize requests for maintenance and major repairs. Tenants would report requests for assistance or needed repairs to a central office which would log them and report them to field offices for priority assignment and completion. It is possible this system would improve response capability and shorten the time between reported needs and completed tasks. Detailed evaluation of the cost and potential benefits of this system is now underway.

C. Refuse Collection

Accumulating refuse in poorly functioning containers has been a major problem at Columbia Point. The Authority recently took steps to supplement refuse collection by the city through a competitively bid contract for additional refuse collection by a private contractor. The BHA is presently testing a new container and trash compaction system at the Charlestown development. If the test proves successful, the system will be implemented BHA-wide. In the meantime, the BHA has been monitoring closely the performance of its private trash haulers to improve the quality of trash removal at Columbia Point. Agreement is anticipated shortly in negotiations with this firm to obtain more frequent pick-ups and better placement of trash containers to encourage more orderly use.

D. Security

The Columbia Point housing development is presently policed by a newly organized City of Boston Police Team. This unit has reduced incidences of crime and vandalism. However, the development still requires better security, especially for elderly residents.

Under separate application, the BHA will seek funds from HUD to institute an Authority-wide police force. If approved, the BHA police force would augment the City of Boston Team Police effort at Columbia Point where necessary and be supported by the Columbia Point Tenant Security Program. The combination of the Boston Team Police effort, a new BHA police force, and the tenant security program will continue reducing crime and vandalism rates at Columbia Point and continue the decline shown during the past year.

E. Evaluation of New Management Options

During the coming months the Columbia Point tenants and the Master's Office will join with the BHA to review alternative forms of project management for Columbia Point. These options include employment by the BHA of any one of these classifications of management agents:

- resident-based (non-profit) such as the Bromley Heath Tenant Management Corporation
- community-based (non-profit)
- commercial (for profit)

Continued management by the BHA will also be evaluated for the modernized low-rise buildings and for the

high-rise buildings, in light of the development program selected by the Authority and Tenants for these areas.

A resident-based agent may be employed if the Authority determines there is a majority support for the program based on the results of development-wide referendum and continuing demonstration of support through regular general meetings, reports, and elections. In addition, the Authority will need to be assured the key management group of the prospective agent has sufficient experience to provide reasonable assurance of sound operation.

Community-based agents may be employed if the Authority determines that the developer possesses the expertise, experience and staff stability necessary for ongoing management. A commercial agent may be employed if the tenants and BHA determine a private profit-making agent can perform better than BHA for comparable cost.

A number of private, for-profit development corporations have expressed interest in management of the Columbia Point development as part of a development package which envisions a larger mixed-income development on land adjacent to Columbia Point.

They have also offered to provide construction management for the BHA in the continuation of the Columbia Point modernization program and any rehab or construction program chosen for the high-rise section. The private developers would form a management corporation with the tenants in which responsibility for all policy decisions would be shared.

In general, these proposals include provisions for major participation on any governing board or management council. The BHA and the Tenant's Task Force are actively evaluating these proposals.

If a commercial agent were under consideration it would be chosen through a normal RFP/ competitive bid process and be required to submit:

1. A management plan outline, generally responding to the areas set forth in Exhibit D to the BHA Standard Management Agreement.
2. A survey of the property's capital needs and proposed capital budget.
3. A five-year operating budget projection within the PFS expenditure formula and showing anticipated collections.

4. A proposed schedule of fees in accordance with the formula outlined in the standard management agreement.

Proposals would be screened by the Director of Field Management, and the local Tenant Task Force, and final selection would be made by the Authority.

P A R T V I

P U B L I C A N D P R I V A T E
S U P P O R T S Y S T E M S

While modernization and development planning are underway for the Columbia Point Project site, the BHA will be working with the Boston Redevelopment Authority, other agencies of the City of Boston, and other public and private agencies to create an overall support program for the revitalization of Columbia Point. The support program will include physical improvements to upgrade the amenities available to the Columbia Point project, improved transportation links to overcome the physical isolation of Columbia Point, and an increase in city, social, and employment services available to the residents of Columbia Point. While some of these improvements can be identified specifically at this time, others await completion of a Peninsula development plan before they can be described in great detail.

A. Reconstruction of Streets and Sidewalks Serving Modernized Units.

The Boston Redevelopment Authority has prepared a sketch plan for possible changes in circulation at two points in the low-rise section of Columbia Point to allow the village cluster program to be implemented. Costs for these revised roadways and sidewalks are expected to be \$890,000. The City of Boston is prepared now to offer construction funding for the simple cul-de-sac at buildings 6 and 9, should the decision be made to create a village of those two buildings. The large construction program required to create a village of buildings 2 and 23 will be given favorable consideration by the Mayor of Boston in the preparation of the city's FY 1979 CDBG and capital improvement budget, if it appears advisable upon completion of overall circulation plans for the Peninsula.

B. Improvements in Columbia Point Recreation Facilities and Open Spaces.

The City of Boston is prepared immediately to repair and improve the recreation center at Columbia Point at a cost of approximately \$35,000. Improved staff services from the Boston Parks and Recreation Department for the Columbia Point recreation center will also be made available. The City of Boston will also begin a \$15,000 beach improvement program at Columbia Point.

Through this program an attractive, sandy beach will be created directly adjacent to the Columbia Point Project.

Upon completion of the development master plan for the northern half of the Peninsula, the City will seek at least \$3 million from the federal Bureau of Historic, Conservation, and Recreation Services for the development of waterfront amenities along the northern shore of the Columbia Point Peninsula. A matching city grant will be required to secure the federal funds. In connection with this waterfront program the city has already explored with the U.S. Army Corps of Engineers a commitment for a \$1 million dredging program to create jetties and a main pleasure boating channel as far as the John F. Kennedy Memorial Library. When the waterfront plant is complete the City and the BHA will also be negotiating with the State Division of Waterways for its support in creating a perimeter channel to serve additional areas of the northern peninsula waterfront. Such a cooperative effort between the U.S. Army Corps of Engineers and the State Division of Waterways is already underway to upgrade the waterfront in the city of Lynn, Massachusetts.

C. New Maintenance Staff.

From the City of Boston's CETA allocation, four craftsmen will be assigned to Columbia Point to provide a continuous and skilled maintenance staff.

D. Improved Transportation Access for Columbia Point.

At the request of the City of Boston the State Department of Public Works has recently completed a \$250,000 busway connection between the University of Massachusetts access road along the southern perimeter of the Peninsula and Mt. Vernon Street which runs down the center of the Peninsula adjacent to the Columbia Point Project. The result of this connection is to double the Mass. Bay Transit Authority service to the Project. Separate MBTA lines once ran down the U. Mass. access road and along Mt. Vernon Street. The frequency of buses on both those lines will be continued, but the buses will now combine their service in a single loop, serving both U. Mass. and the Mt. Vernon Street area.

The Metropolitan District Commission has just completed improvements to its bridge over Morrissey Blvd. to downtown Quincy. That bridge can now carry private automobiles, trucks, and buses. In the fall of 1978, the MBTA's Route 210 busline will be modified to provide direct and frequent service between Columbia Point and

the first-class shopping centers along Morrissey Blvd. and in downtown Quincy. Thus the physical isolation between the Columbia Point Project and major commercial facilities will shortly be reduced, though the convenience of commercial facilities might still be improved.

The City of Boston and the BHA will be working with the MBTA to reach a final decision on the plans to upgrade the Columbia Point MBTA transit station. Presently, only the older Ashmont Line trains stop at the Columbia station. When the new Red Line extension to downtown Quincy was constructed, no provisions were made for a stop at Columbia Station, although the tracks run at a short distance from the Columbia Point Station platform. The MBTA has recently completed a preliminary engineering study which demonstrates the feasibility of constructing an additional platform that would allow both the Ashmont Line and the Red Line to stop at Columbia Station. A decision must now be made by the MBTA to proceed with a capital grant application to the Urban Mass. Transit Administration for funds to construct the additional platform.

Finally, the Environmental Impact Report prepared for the extension of the MBTA Red Line beyond Quincy also evaluates the construction of Light Rail Vehicle service from Columbia Station to the J.F.K. Memorial Library and the University of Massachusetts on the other end of the Peninsula. Such an improvement would be long-range, if done at all, but will be followed with interest by the BHA and BRA.

E. Improved City Services to Columbia Point.

During this period of fiscal austerity, city services are stretched beyond reason in many neighborhoods of Boston. Nevertheless, an important aspect of improving the well-being of Columbia Point tenants and the redevelopment potential of the entire Columbia Point Peninsula is improvement in some key city services — especially garbage collection, snow removal, and recreation services. Over the next few months the BHA and tenants will investigate with the City of Boston ways to improve these services. The Team Police service which the City of Boston has already provided for Columbia Point has improved security significantly and substantially reduced drug trafficking.

F. Community Services Through the University of Massachusetts, the John F. Kennedy Memorial Library, and Boston Public Schools.

Improved social and economic services to Columbia Point residents is an area yet to be more fully explored

by the BHA and Columbia Point tenants. The BHA will be investigating with the University of Massachusetts the possibility of job-training programs for specific skills, and light manufacturing and assembly skills. The BHA will continue to work with the J.F.K. Memorial Library in its program to provide some construction jobs and entry level positions at the library construction site. Finally, the BHA will investigate with the new Superintendent of Boston Public Schools (the former president of the University of Massachusetts) the possibility of modifying assignment procedures so that more Columbia Point children can go to local schools. Funds will be sought to improve programs in those schools. Additional funding from the U.S. Department of Health, Education, and Welfare and other sources will be sought.

F. Private Market Support for Tenant Services.

The BHA during the fall of 1978, will be examining the option of joining with a private developer to create a large mixed-income community on Columbia Point. This possibility is discussed in detail elsewhere. If this option is selected, one of the requirements that will be explored with the private developer is the sharing of syndication proceeds from the new construction with a tenants organization to provide continuing revenues for tenant services.

P A R T V I I

P R O P O S E D B U D G E T

Program A

A. Capital Improvements Program

Level I: Landscaping and Exterior Space Modification

Buildings 19, 14, 15, 16	: 96 units	\$ 680,000
Buildings 4, 1	: 72 units	340,000
Building 22	: health center	95,000

Level II: Modernization and Landscaping

Buildings 6, 9	: 72' units	2,814,000
Buildings 20, 26, 27	: 80 elderly	725,000

Level III: Substantial Rehabilitation

Buildings 23, 25	: 38 units	2,078,000
Building 2	: 36 units	1,707,000

Level IV: Building Reconstruction

Building 13	: 34-70 units	1,558,600
Removal of architectural barriers		200,000

SUBTOTAL 10,147,000

B. Community Facilities

Tenant grocery and drug stores	175,000
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C. Temporary Relocation 100,000

SUBTOTAL PROGRAM A 10,422,000

Program B

A. Preparation of development master plan and detailed engineering study 275,000

B. Development counseling services for tenants 40,000

SUBTOTAL PROGRAM B 315,000

TOTAL URBAN INITIATIVES SUPPORT REQUIREMENTS \$10,737,600

NAME OF LOCAL HOUSING AUTHORITY BOSTON HOUSING AUTHORITY		LOCALITY BOSTON, MASS.		PAGE 1 OF 5		FISCAL YEAR ENDING 3-31-79		
U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT MODERNIZATION PROGRAM BUDGET				CONTRACT # 361				
(1) WORK ITEM NUMBER	(2) DESCRIPTION OF WORK ITEM	(3) PROJECT NUMBER	(4) DEVELOPMENT ACCOUNT NUMBER	(5) WORK CATEGORY CODE	(6) MODERNIZATION FUNDING REQUESTED	(7) HUD-APPROVED FUNDS	(8) ESTIMATED STARTING DATE (Month & Year)	(9) ESTIMATED COMPLETION DATE (Month & Year)
D78-400	Non Technical Salaries	2-20	1410.1	5	116,875			
D78-401	Technical Salaries	2-20	1410.2	5	116,875			
D78-402	Employee Benefit Contributions	2-20	1410.9	5	41,250			
D78-403	Counseling Services	2-20	1430.2	5	40,000			
D78-404	Architects Fees - Site Improvements- Bldgs 14,15,16,	2-20	1430.1	5	42,000			
D78-405	Inspection Costs- Site Improvements- Bldgs 14,15,19	2-20	1430.7	5	18,000			
D78-406	Site Improvements- Bldgs 14,15,16,19	2-20	1450.11	2, 5	600,000			
D78-407	Basement Security- Bldgs 14,15,16,19	2-20	1460.19	3	20,000			
D78-408	Arch. Fees- Site Improvements- Bldgs 1,4	2-20	1430.1	5	21,000			
D78-409	Inspection Costs- Site Improvements-Bldgs 1,4	2-20	1430.7	5	9,000			
D78-410	Site Improvements- Bldgs 1,4	2-20	1450.11	2, 5	300,000			
D78-411	Basement Security- Bldgs 1,4	2-20	1460.19	3	10,000			
D78-412	Arch. Fees- Landscaping Bldg 22	2-20	1430.1	5	10,500			
D78-413	Insp. Costs- Landscaping Bldg 22	2-20	1430.7	5	4,500			
D78-414	Landscaping Bldg 22	2-20	1450.11	2,5	50,000			
D78-415	Windows & Security Screens Bldg 22	2-20	1460.19	3	30,000			

NAME OF LOCAL HOUSING AUTHORITY BOSTON HOUSING AUTHORITY		U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT MODERNIZATION PROGRAM BUDGET		LOCALITY BOSTON, MASS.		PAGE 2 OF 5		FISCAL YEAR ENDING 3-31-79	
WORK ITEM NUMBER	DESCRIPTION OF WORK ITEM	PROJECT NUMBER	DEVELOPMENT ACCOUNT NUMBER	WORK CATEGORY CODE	MODERNIZATION FUNDING REQUESTED	HUO-APPROVED FUNDS	ESTIMATED STARTING DATE (Month & Year)	ESTIMATED COMPLETION DATE (Month & Year)	CONTRACT NO
(11)	(12)	(13)	(14)	(15)	(16)	(17)	(18)	(19)	NY 361
D78-416	Arch Fees - Rehab Bldgs 6,9	2-20	1430.1	5	226,800				
D78-417	Insp. Costs - Rehab Bldgs 6,9	2-20	1430.7	5	97,200				
D78-418	Rehab 72 4BR units Bldgs 6,9	2-20	1460.21	2,3,4	2,160,000				
D78-419	Arch. Fees - Landscaping Bldgs 6,9	2-20	1430.1	5	21,000				
D78-420	Insp. Costs - Landscaping Bldg 6,9	2-20	1430.7	5	9,000				
D78-421	Landscaping Bldgs 6,9	2-20	1450.11	2,5	300,000				
D78-422	Arch Fees - Refurbish Bldgs 26,27	2-20	1430.1	5	12,000				
D78-423	Refurbish Bldgs 26,27	2-20	1460.21	2,3	150,000				
D78-424	Arch Fees - Community Center	2-20	1430.1	5	18,000				
D78-425	Community Center	2-20	1470.11	5	200,000				
D78-426	Arch Fees - Landscaping Bldgs 26,27	2-20	1430.1	5	31,500				
D78-427	Insp. Costs- Landscaping Bldgs 26,27	2-20	1430.7	5	13,500				
D78-429	Landscaping Bldgs 26,27	2-20	1450.11	2,5	100,000				
D78-430	Mothballing Bldg 20	2-20	1460.21	3	200,000				

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
MODERNIZATION PROGRAM BUDGET

NAME OF LOCAL HOUSING AUTHORITY
BOSTON HOUSING AUTHORITY

LOCALITY
BOSTON, MASS.

CONTRACT NO.
CMM 361

WORK ITEM NUMBER	DESCRIPTION OF WORK ITEM	PROJECT NUMBER	DEVELOPMENT ACCOUNT NUMBER	WORK CATEGORY CODE	MODERNIZATION FUNDING REQUESTED	HUD-APPROVED FUNDS	ESTIMATED STARTING DATE (Month & Year)	ESTIMATED COMPLETION DATE (Month & Year)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
D78-431	Arch. Fees- Rehab 38 units Bldgs 23,25	2-20	1430.1	5	159,600			
D78-432	Insp. Costs - Rehab 38 units Bldgs 23,25	2-20	1430.7	5	68,400			
D78-433	Rehab 38 units Bldg 23,25	2-20	1460.21	2,3,4	1,520,000			
D78-434	Arch. Fees - Landscaping Bldgs 23,25	2-20	1430.1	5	21,000			
D78-435	Insp. Costs -Landscaping Bldgs 23,25	2-20	1430.7	5	9,000			
D78-436	Landscaping Bldgs 23,25	2-20	1450.11	2,5	300,000			
D78-437	Arch. Fees- Rehab 36 units Bldg 2	2-20	1430.1	5	113,400			
D78-438	Insp. Costs - Rehab 36 units Bldg 2	2-20	1430.7	5	48,600			
D78-439	Rehab 36 units Bldg 2	2-20	1460.21	2,3,4	1,080,000			
D78-440	Renovations for Alcoholism Center	2-20	1470.11	5	300,000			
D78-441	Arch. Fees - Landscaping Bldg 2	2-20	1430.1	5	15,000			
D78-442	Landscaping Bldg 2	2-20	1450.11	2,5	150,000			

(1) WORK ITEM NUMBER	(2) DESCRIPTION OF WORK ITEM	(3) PROJECT NUMBER	(4) DEVELOPMENT ACCOUNT NUMBER	(5) WORK CATEGORY CODE	(6) MODERNIZATION FUNDING REQUESTED	(7) HUD-APPROVED FUNDS	(8) ESTIMATED STARTING DATE (Month & Year)	(9) ESTIMATED COMPLETION DATE (Month & Year)
D78-443	Arch. Fees - Rehab 24 units Bldg. 13	2-20	1430.1	5	82,600			
D78-444	Inspection Costs - Rehab 24 units Bldg. 13	2-20	1430.7	5	35,400			
D78-445	Rehab 24 units - Bldg. 13	2-20	1460.21	2,3,4	720,000			
D78-446	Engineering Analysis	2-20	1430.2	5	10,000			
D78-447	Remove 3 floors	2-20	1450.14	5	55,600			
D78-448	New Roof Bldg 13	2-20	1460.18	2,3,4	30,000			
D78-449	Arch. Fees - Rehab 10 units Bldg. 13	2-20	1430.1	5	42,000			
D78-450	Insp. Costs Rehab 10 units Bldg. 13	2-20	1430.7	5	18,000			
D78-451	Rehab 10 units Bldg 13	2-20	1460.21	2,3,4	400,000			
D78-452	Arch. Fees - Landscaping Bldg. 13	2-20	1430.1	5	15,000			
D78-453	Landscaping Bldg. 13	2-20	1450.11	2,5	150,000			
D78-454	Architectural Barrier Removal	2-20	1450.14	5	200,000			

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
 MODERNIZATION PROGRAM BUDGET

FISCAL YEAR ENDING
 3-31-79

PAGE 5 OF 5

BOSTON HOUSING AUTHORITY

LOCALITY BOSTON, MASS

CONTRACT NO
 NY361

WORK ITEM NUMBER	DESCRIPTION OF WORK ITEM	PROJECT NUMBER	DEVELOPMENT ACCOUNT NUMBER	WORK CATEGORY CODE	MODERNIZATION FUNDING REQUESTED	HUD-APPROVED FUNDS	ESTIMATED STARTING DATE (Month & Year)	ESTIMATED COMPLETION DATE (Month & Year)
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)
D78-455	Arch. Fees. - Commercial Space	2-20	1430.1	5	14,000			
D78-456	Insp. Cost. - Commercial Space	2-20	1430.7	5	6,000			
D78-457	Commercial Space	2-20	1470.11	5	125,000			
D78-458	Arch. Fees - Exterior Improvemens	2-20	1430.1	5	5,000			
D78-459	Exterior Improvements	2-20	1450.11	2.5	25,000			
D78-460	Relocation Costs	2-20	1495.1	5	100,000			
		DEVELOPMENT TOTAL			10,787,600			



August 4, 1978

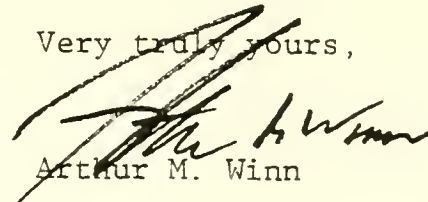
Mr. David Carter
Columbia Point Housing Development Co-ordinator
Boston Housing Authority
53 State Street
Boston, MA

Dear Mr. Carter:

The purpose of this letter is to indicate Winn Development Company and Winn Management Company's interest in pursuing a development proposal for Columbia Point that would include both selective rehabilitation of existing structures and new construction.

It is our understanding that federal funds have been made available for this purpose and that a viable residents' organization is working together with city, state and federal agencies in order to accomplish this undertaking.

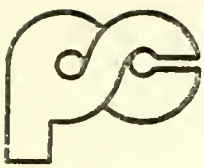
Very truly yours,



Arthur M. Winn

AMW:gg

HAND DELIVER: 1 Ashburton Place
Room 2101
Boston, MA



PEABODY
builders

CONSTRUCTION
consultants

CO., INC.
developers

August 7, 1978

Mr. David Carter
Development Coordinator
Boston Housing Authority
53 State Street
Boston, Massachusetts

Re: Columbia Point

Dear Mr. Carter:

Over the past few years I have written to Mr. Andrew Olins, Director of Housing Development representing the Mayor of the City of Boston, with specific regard to the development of the Columbia Point project.

As you are probably aware, Peabody Construction Co., Inc. has been extremely active in the field of multi-family development, with particular reference to housing for the elderly, for quite a number of years. We have constructed almost 9,000 units of subsidized housing and have under construction at the present time approximately 1,000 units. We also maintain our own development company, known as Bancroft Corporation, and our own management company, known as Peabody Properties, Inc., which is under the direction of Phillip J. Roderick, former Chief of Operations at Massachusetts Housing Finance Agency.

We are extremely interested in being considered developers for the redevelopment of Columbia Point into what we feel could be an extremely viable development. The buildings as we see them, coupled with the geographic proximity to the water and panoramic sea scape and a myriad of other natural amenities create an environment which would be conducive to an excellent mixed use development.

I would sincerely appreciate any consideration you could afford our firm with regard to this project, and would also appreciate the opportunity of sitting down and discussing the matter with you. I have had a thorough discussion on this matter with Bob Kenney, former Director of Boston Redevelopment Authority, who is now President of Urban Consultants, Inc., and we have had the privilege of working very close with Mr. Kenney on the development of the Chelsea Naval



PEABODY CONSTRUCTION CO., INC.
builders consultants developers

Mr. David Carter
August 7, 1978
Page Two

Hospital site; they were just afforded a large \$6.7 million UDAG grant, and we look forward to developing between 1,000-1,200 units on this site coupled with waterfront park, marina, restaurant and other ancillary uses.

Not to be redundant, but we feel as though Columbia Point, if developed properly, with careful consideration to the development of same, could create an entire new image in that section of Boston.

I hope you will consider us and allow us to work with you on this project.

Very truly yours,

PEABODY CONSTRUCTION CO., INC.

Edward A. Fish
President

EAF/ap
cc: Mr. Robert Kenney

Property Of
BOSTON REDEVELOPMENT AUTHORITY
Library

August 10, 1978

Mr. David N. Carter
Columbia Point Development Coordinator
Boston Housing Authority
53 State Street
Boston, Mass.

Dear Mr. Carter:

As requested, we submit a preliminary proposal for a new and rehabilitated, mixed-income housing development for the entire Columbia Point Project housing site.

This proposal has been formulated after close consultation with the Columbia Point Tenant Task Force.

Sincerely

Joseph E. Corcoran, President

Enclosure

APPENDIX TO BOSTON HOUSING AUTHORITY PHUIP
SUBMISSION TO HUD

TENANTS ORGANIZATION/PRIVATE DEVELOPER
PARTNERSHIP PROPOSAL FOR COLUMBIA POINT

This proposal is intended to provide a comprehensive approach to the solving of the substandard housing conditions which have long existed at the Columbia Point Housing Project.

REHABILITATION AND NEW DEVELOPMENT PROPOSAL

The proposal calls for the Boston Housing Authority to contract the rehabilitation and management to a private partnership between the Columbia Point Task Force (the elected tenants organization) and a private developer, Corcoran, Mullins, Jennison, Inc. The Task Force is to become an equal joint venture partner with Corcoran, Mullins, Jennison, Inc. and will be called The Partnership and The Partnership will become the developers of the entire Columbia Point Housing Parcel in the following basis:

SECTION I - Complete rehabilitation of 420 low rise units and start rehabilitation of 500 units in 7 story elevator buildings into housing for elderly for a total of 920 units of existing public housing. This rehabilitation will be overseen by the Boston Housing Authority with operational responsibilities contracted to the co-developers (The Partnership) for development and management.

SECTION II - On the abutting land, The Partnership will develop and build a new privately owned mixed income development of 900 units under 22ld (4) Tandem HUD Insurance Program which would be owned and managed by The Partnership.

Although the legal ownership of the two sections indicated above would be different, i.e. Section I would continue to be owned by the Boston Housing Authority and Section II privately owned by The Partnership, the responsibility for the rehabilitation and management would be contracted by the BHA to The Partnership to insure the development of Section I and II would be one Community with common amenities and management.

Of the 900 new units in Section II, 270 would be townhouses, with 200 of these units assigned to the existing larger families in the public housing who would relocate from the old buildings to the new townhouses. The remaining 70 new townhouses would be reserved for new families. The 630 remaining units in this Section would be 1 and 2 bedrooms for small families in new mid-rise buildings. Some of the smaller existing households would occupy these new buildings as well as the new market residents. The plan is to integrate racially and economically low, moderate and market income families homogeniously throughout this newly constructed privately owned development. In Section I, all seven story elevator buildings would be converted to strictly elderly buildings and the modernized existing low rise buildings would be utilized for new low and moderate income families from the BHA's waiting list and some of the existing families who choose to remain. The new residents would be predominantly white to immediately establish a racially mixed community while the new section is under construction.

The Partnership plan between the tenant organization and the private developer would follow the model established in the new King's Lynne development in Lynn, Mass. which has successfully integrated existing public housing tenants into a mixed income community.

NEED

Throughout the years Columbia Point has received upgrading monies in piecemeal fasion with uneven results. A complete new

approach with genuine tenant control can provide new hope for the existing population. Without an overall management assistance proposal program combining rehabilitation, new mixed income housing, it is doubtful the area will be able to attract new residents.

A firm management approach coupled with Social Services goals would be immediately implemented. As the physical environment and population change, the emphasis of Social Services will also be changing. The basis goals of Social Services are:

- (1) To assist the existing families to successfully move into the new housing.
- (2) To help establish a new more positive environment for the tenants.
- (3) To provide opportunities for, and where necessary, a change in attitude towards employment, education, child rearing, etc.
- (4) To develop a community where employment and education are the rule rather than the exception where people have a positive attitude toward these new life goals and are able to act on their own to achieve these goals.

SOCIAL SERVICES PROGRAM

FIRST STAGE

Introduction of Social Services Staff to tenants and the building of confidence in Social Services with the tenants. An immediate survey of all tenants should be done. This survey must be done door to door. The goal of the survey is to find out what people think Social Services should do and to explain what we can do. Also this survey would find out what people's fears and expectations are concerning the move to new housing. From this survey, additional goals for Social Services can be identified. It is important that immediate results and short term goals be achieved within 3-6 months of the inception of the Social Services

Department. These goals should be concrete and obvious to the community including employment, education and an advocacy position for tenants.

During the first stage, Social Services will also attempt to involve tenants in all areas of the new development, including Social Services, education, maintenance, up-keep, etc. During this first stage, it is important that a sense of ownership be conveyed to all the tenants, not just the leadership. This should be done by Social Services in conjunction with the Tenant Task Force.

SECOND STAGE

Tenant advocacy with management and outside agencies (Welfare, utilities, etc.). Identify families that need assistance and begin on-going family counseling. Establish ourselves with institutions, schools, employers, etc. and develop openings for our tenants. Provide Recreational Programs such as Project Adventure, New Games, League and Park Programs. Develop a capacity for recording progress and impact of Social Services on the tenants at Columbia Point. Assist people to live within the guidelines of the new privately managed housing.

THIRD STAGE

Assist people moving into the new housing continuing to work with families and youth. Work with new tenants coming into Columbia Point and deal with their expectations and fears. Attempt to help them integrate into the community. Also work with people's fears about the change in racial and economic composition of the community. Continued strong emphasis on education and employment.

FOURTH STAGE

When housing is completed, continue to work toward building a sense of a new community. Develop an atmosphere of where children are expected to go to schools, where work is an expectation rather than an exception. Work with single parent, head of households who will be entering into the world of work for providing job training and support for these people. It is extremely critical during this stage to transfer a sense of dependency on Social Services to a sense of independence among the tenants.

This is only a brief outline of the goals that Social Services will have during the five years existence at Columbia Point.

During all stages certain goals such as self-esteem, employment, education and family structure will be continuously emphasized.

CONCLUSION

The following are the reasons for the selection of this proposal of action for Columbia Point:

1. Urgently needed:

(a) The project despite numerous past attempts at "fix-up" continues to maintain severe physical and social problems.

(b) The present public housing needs more than a fix-up and must address itself to housing needs of people of the 1970's not the obsolete housing of the 50's with sensitive site planning and practical floor plans for family living.

2. Innovative

(a) The Columbia Point Tenants Organization will be an equal partner with a private developer who has a strong reputation for development and management of market rate housing and mixed income communities and also has a track record with public to private turn-around situation and working with Tenants Organizations as a full partner.

(b) The proposal contains a combination of public and private owned units under one management, living as one development.

3. Revitalization of Area

(a) Once the present public housing is made a "nice place to live", combined with the major new private mixed income development other existing new private development will take place on the rest of the peninsula since its location is one of Boston's finest. Poor reputation and crime will be eliminated and confidence will be restored to the entire surrounding community.

4. Social Programs under The Partnership control combined with sound property management by professionals will guarantee real improvement in the quality of life for the existing population.

PARTNERSHIP'S FINANCIAL AGREEMENT

A memorandum of understanding between The Partnership (Corcoran, Mullins, Jennison, Inc. and Columbia Point Task Force) will be formed. It will be similar to the attached executed agreement used between Corcoran, Mullins, Jennison, Inc. and King's Lynne Resident Council in Lynn (The Tenants' Organization).

SECTION I - Rehabilitation of existing public housing units.

No profits will be taken by either partner but a contractual arrangement between the BHA and The Partnership will allow both the Task Force and CMJ Management to be reimbursed for their time and expense based upon reasonable and typical compensation.

SECTION II - The new private mixed income development.

The Partnership will become the Co-General Partnership in a Limited Partnership that will sell their equity interest to tax shelter investors.

The anticipated yield on the tax shelter is 15% of the mortgage amount to be paid by investors within 3-4 years from mortgage closing.

Corcoran, Mullins, Jennison, Inc. will put up all front money required for bringing Section II to a mortgage closing.

The Columbia Point Task Force will receive 10% of all syndication proceeds plus the first 1% of the 6% annual allowed dividend return on equity. These proceeds will be used to provide special services to the Community which are not available under present funding formulas.

September 22, 1976

MEMORANDUM OF UNDERSTANDING

This memorandum summarizes our understanding of how the agreement embodied in our Letter of Intent dated November 23, 1974 will be implemented from this point on.

As stated in the Letter of Intent, "our relationship is that of co-general partners with an equal say in the management of the business and affairs of the partnership." This equal say will be exercised by a four-member Governing Board, two members of which will be representatives of Corcoran, Mullins, Jennison, Inc. ("CMJ") and two will be representatives of King's Lynne Residents Council, Inc. ("KLRC"). Each member will have one vote. Joseph Corcoran and Joseph Mullins will represent CMJ and Daniel Wessell and Eleanor Atkins will represent KLRC.

The Letter of Intent includes our agreement to hold a weekly meeting both before and during the construction period at the office of KLRC or CMJ. Each general partner expects to be fully informed at these meetings, or sooner if circumstances require, of all important matters.

The Governing Board will formulate and decide all significant decisions affecting King's Lynne. The signature of a representative of each general partner shall be necessary to execute all significant documents. Significant decisions or documents include, but are not limited to, the following:

1. All closing documents and amendments
2. All partnership checks
3. All partnership requisitions
4. Chapter 884 vouchers
5. Design approvals (e.g., bricks, exterior colors, carpet color)
6. Change orders and other construction contract modifications
7. Cost certification
8. Certificate of completion
9. Syndication agreements and all documents used with respect to solicitation of limited partner investors
10. Management (both Interim and Final)
 - a) Management agreement and amendments
 - b) Owner approvals required by management agreement
 - c) Management plan and amendments
 - d) Management policy
11. Policy and planning for resident services program.
12. Any other significant items

The Letter of Intent states that the following are representative of those issues that are management policy and thus for decision of the general partners:

- A. Staff hiring and firing
- B. Rent increases; approval of annual operating budget
- C. Changes in lease
- D. Changes in level of services

E. Propagation and changes in rules and regulations governing the use of the project

F. Decision to hire or fire a management agent

Other examples of management issues (both for Interim Management and management of the new development) to be decided by the Governing Board include:

A. Formulation of leases

B. Relocation policies

C. Maintenance of the property

D. Upgrading of or improvements to existing units

E. Use of recreational and other community facilities

F. Rent Schedules

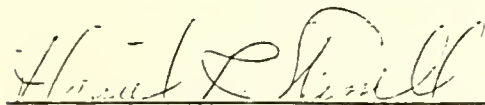
G. Residents selection policies

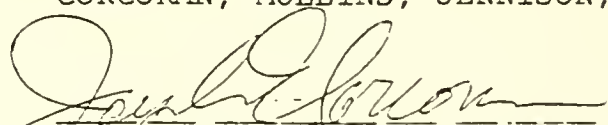
H. Rent-up policies

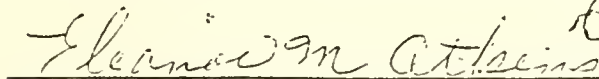
I. Termination of tenancies


KING'S LYNNE RESIDENTS

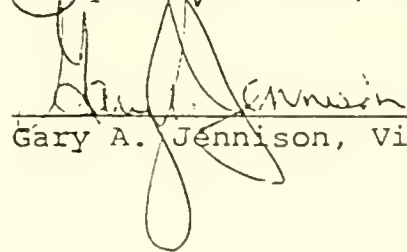
CORCORAN, MULLINS, JENNISON, INC.


Daniel Wessell, President


Joseph E. Corcoran, President


Eleanor Atkins, Vice President


Joseph R. Mullins, Vice President


Gary A. Jennison, Vice President

U. S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
LOW-RENT HOUSING PROGRAM
MODERNIZATION PROGRAM BUDGET

DATE SUBMITTED

PAGE OF

PROJECT NO.

HOUSING UNITS

Private Partnership Proposal for
Columbia Point.
Combination of rehabilitated public
and private housing.

Developed and controlled by private
partnership of Columbia Point Tenants
Organization and Corcoran, Mullins,
Jennison, Inc.

920 Units Rehabilitated
900 Units new private mixed income
Done under Program 221d(4)

TOTALS

This Modernization Program, submitted by the Boston Housing Authority, is to serve as the
(Local Authority)
basis for amendment of Contract No. _____ to provide additional Development Funds with which
to finance the program involved in the modernization of the above-listed project(s).
Analysis of the financial status of the _____ in accordance with the procedure
(Local Authority)
set forth in the Low-Rent Housing Modernization Program Handbooks reveals that financing of this Modernization
Program can be accomplished by utilization of funds as indicated below:

CATEGORY	AMOUNT
TOTAL OPERATING FUNDS PROVIDED BY LMA	\$
TOTAL DEVELOPMENT FUNDS REQUESTED	\$ 30,100,000
TOTAL MODERNIZATION PROGRAM COST	\$ 30,100,000

ORIGINAL REVISION (Give number)

SIGNATURES

DATES

EXECUTIVE DIRECTOR

FIELD OFFICE DIRECTOR

NAME OF LOCAL HOUSING AUTHORITY		U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT MODERNIZATION PROGRAM BUDGET - SUMMARY		LOCALITY (City/County and State)					FISCAL YEAR ENDING		
Boston Housing Authority		Boston, Massachusetts							CONTRACT NUMBER		
WORK ITEM NUMBER	DEVELOPMENT ACCOUNT NUMBER	WORK CATEGORY CODE	PARTNERSHIP PROPOSAL TITLE OF WORK ITEM	PROJECT NUMBER	PROJECT NUMBER	PROJECT NUMBER	PROJECT NUMBER	PROJECT NUMBER	PROJECT NUMBER	TOTAL	HUD APPROVED FUNDS
M			Complete rehabilitation and landscaping of 420 low rise units and start rehabilitation and landscaping of approximately 500 units in 7 story midrise buildings into housing for the elderly for a total of 920 units of existing public housing. (See Narrative Proposal). 920 Units x \$30,000 Per Unit							27,600,00	
			New private construction of 900 units mixed income housing done under HUD Program 221(d)4.								
			900 x \$40,000 = \$36,000,000 Private Mortgage with Section 8 Allocation to accommodate all Columbia Point existing residents who wish to relocate in new development.							-0-	
M			Demolition of an existing 600 units to rectify poor planning that provided ugly and crowded conditions and prevented any vistas to the sea by residents.							800,000	
M			Management Assistance Program: Relocation Budget - to accommodate needs of managing existing residents during period of construction -5 year program.							800,000	
M			Social Services Program - 5 year program (See Narrative Proposal)							900,000	

NAME OF LOCAL HOUSING AUTHORITY		U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT MODERNIZATION PROGRAM BUDGET		PAGE	OF	FISCAL YEAR ENDING			
WORK ITEM NUMBER	DESCRIPTION OF WORK ITEM	PROJECT NUMBER	DEVELOPMENT ACCOUNT NUMBER	WORK CATEGORY CODE	MODERNIZATION FUNDING REQUESTED	HUD-APPROVED FUNDS	ESTIMATED STARTING DATE (Month & Year)	ESTIMATED COMPLETION DATE (Month & Year)	CONTRACT NO.
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	

HUD-52990
(1-75)

NAME OF LOCAL HOUSING AUTHORITY		U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT MODERNIZATION PROGRAM BUDGET		LOCALITY		PAGE	DF	FISCAL YEAR ENDING	
WORK ITEM NUMBER	DESCRIPTION OF WORK ITEM	PROJECT NUMBER	DEVELOPMENT ACCOUNT NUMBER	WORK CATEGORY CODE	MODERNIZATION FUNDING REQUESTED	HUD-APPROVED FUNDS	ESTIMATED STARTING DATE (Month & Year)	ESTIMATED COMPLETION DATE (Month & Year)	CONTRACT NO
(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	

**INSTRUCTIONS FOR PREPARATION OF MODERNIZATION
PROGRAM BUDGET, FORM HUD-52990**

(Page 1 of this form is self-explanatory. Instructions for completion of the Summary on page 2 are contained in item 11 below. The following instructions cover principally the supporting pages which follow the Summary.)

Prepare a separate Modernization Program Budget for each Annual Contributions Contract. Use as many pages of this form as necessary to cover all modernization work. Submit the original and three copies of this form to the Field Office at the time of Final Application and when any revisions are necessary, in accordance with the requirements of the Low-Rent Housing Modernization Program Handbooks. The work items to be financed from operating funds shall be listed separately from the work items to be financed from development funds, and shall be selected so that the total estimated cost of such work items most closely approximate the operating funds available.

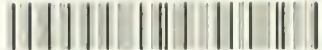
1. **HEADING.** Insert the LHA Name, Locality (*city/county and State where the LHA Central Office is located*), and Annual Contributions Contract Number. Also insert the page number, e.g., page 1 of 2, and the current ending date of the LHA's fiscal year.
2. **COLUMN (1), WORK ITEM NUMBER.** Enter all work items to be financed from operating funds prior to listing all work items to be financed from development funds. After listing all work items to be financed from operating funds, leave one space and draw a double line across the page to separate the operating fund work items from the development fund work items. Assign each work item a number in numerical sequence, combining the current Federal fiscal year with the item number. Distinguish work items involving operating funds from work items involving development funds by the use of the letters "M" and "D" respectively, preceding the assigned work item number, e.g., M-75-1 or D-75-5. Each work item shall be limited to such work which is chargeable to the same development account. However, if there is more than one work item for the same development account, use the letters "a," "b," etc. to differentiate among work items, e.g., D-75-6a or D-75-6b.
3. **COLUMN (2), DESCRIPTION OF WORK ITEM.** Describe for each project the work to be accomplished, the proposed method (force account or contract), the type of material or equipment to be utilized, the quantity, and the cost. Add a reasonable contingency amount to each work item involving force account labor. Such contingency shall be specified and shall not exceed 10%. Contract work shall not include a contingency. In cases where architectural or engineering services are necessary, show the fees as a line item, identifying the work items involved and justifying the amount of the fees. If tenant moving expense is anticipated, this expense should be included in the work item which causes such expense, e.g., kitchen modernization.
4. **COLUMN (3), PROJECT NUMBER.** Enter separately each project number involved in the work item.
5. **COLUMN (4), DEVELOPMENT ACCOUNT NUMBER.** This column is not applicable for work items to be financed from operating funds. For work items to be financed from development funds, enter the appropriate development account number which relates to each work item in Column (1). For development accounts used in the Modernization Program, refer to the Low-Rent Housing Modernization Handbooks and to Handbook 7510.1.
6. **COLUMN (5), WORK CATEGORY CODE.** For each work item in Column (1), enter a number which represents a HUD-established work category. Since these work categories may change each Federal fiscal year, these numbers will be furnished to the LHA by HUD.
7. **COLUMN (6), MODERNIZATION FUNDING REQUESTED.** Opposite each project number shown in Column (3), enter the amount, rounded to the nearest ten dollars, to be allocated to that project for a particular work item.
8. **COLUMN (7), HUD-APPROVED FUNDS.** If the amount of modernization funding requested by the LHA in Column (6) is modified by HUD the Field Office will enter the adjusted amount of the work item which is approved for a project and the adjusted total, rounded to the nearest ten dollars.
9. **COLUMN (8), ESTIMATED STARTING DATE.** For each work item in Column (1), enter the estimated starting date (month and calendar year), e.g., 10-75.
10. **COLUMN (9), ESTIMATED COMPLETION DATE.** For each work item in Column (1), enter the estimated completion date (month and calendar year), e.g., 12-76.
11. **SUMMARY (Page 2 of Form).** Complete a summary of the entire Modernization Program. First list all work items to be financed from operating funds. Subtotal these work items and designate as Total Operating Funds. Next list all work items in the 1410 development account series to be financed from development funds. Subtotal these work items and designate as Administrative Development Cost. Next list all other work items (excluding those in the 1410 development account series) to be financed from development funds. Subtotal these work items and designate as Non-Administrative Development Cost. Then add the subtotals for Administrative Development Cost and Non-Administrative Development Cost and designate as Additional Development Cost. Finally add the subtotals for Total Operating Funds and Additional Development Cost and designate as Total Modernization Cost.





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